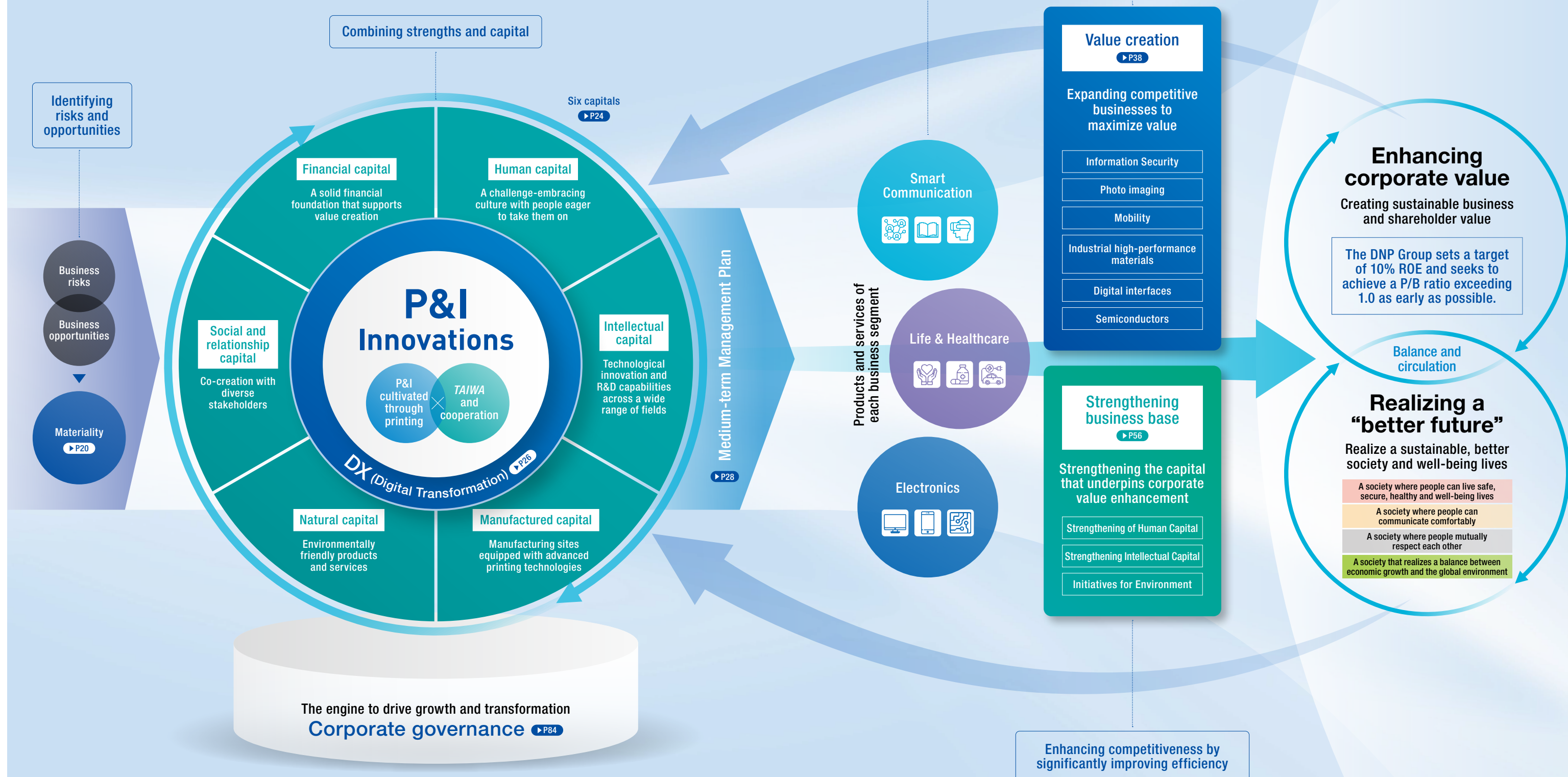


Value Creation Story

DNP aims to enhance corporate value and realize a better future by leveraging P&I innovations and combining six types of capital.



Materiality

DNP seeks to realize a better future by anticipating change and driving transformation itself.

Identifying risks and opportunities

DNP believes that a healthy society and economy, as well as comfortable and well-being lives for people, can only be sustained on a sustainable earth. In recent years, rapid environmental, social and economic changes have created diverse management challenges. DNP recognizes the importance of accurately identifying these factors, evaluating

associated risks, and incorporating them into medium- to long-term management strategies. By anticipating change and driving transformation, DNP seeks to turn risks into business opportunities, thereby advancing both corporate sustainability and the sustainability of society as a whole.

	Variables	Impact on business activities
Economic-related	<div><div>[Technology trends]</div><div>DX, AI and security</div><div><ul style="list-style-type: none">Acceleration of AI and DX adoption due to advances in digital technologies, leading to changes in work styles and social structuresThreats to information and cybersecurityExpansion of the digital divide and potential privacy infringements, etc.</div></div>	<div><div>Risks</div><div><ul style="list-style-type: none">Decline in competitiveness due to delayed adoption of advanced technologiesLoss of information and expertise due to shortage or outflow of specialized personnelBusiness disruption or reputational damage caused by cyberattacks or misinformation, etc.</div></div> <div><div>Opportunities</div><div><ul style="list-style-type: none">Improved operational efficiency and productivity through AI and DX<ul style="list-style-type: none">Transforming communication in government, finance and distribution, and innovating production in manufacturingExpansion of the digital services market<ul style="list-style-type: none">Providing personalized information and enhancing customer experiencesFacilitating large-scale data distribution, sharing and utilization under high-security environmentsGrowing demand for security solutions, etc.</div></div>
	<div><div>[Economic activity]</div><div>Globalization, geopolitics and regulations</div><div><ul style="list-style-type: none">Globalization of markets and supply chainsStructural changes and fragmentation of supply chains due to geopolitical risks and tighter regulations, etc.</div></div>	<div><div>Risks</div><div><ul style="list-style-type: none">Disruptions and fragmentation of supply chains, and business stagnation caused by geopolitical risks and advances in AIEmergence of new risks due to expansion or changes in business locationsBusiness disruption or market exit due to delays in regulatory compliance, etc.</div></div> <div><div>Opportunities</div><div><ul style="list-style-type: none">Creation of new markets through globalization and expansion into new business regionsStabilization of supply through diversification of procurement and production systemsStrengthening reliability through supply chain transparency, etc.</div></div>
Social-related	<div><div>[Human capital]</div><div>Demographics, talent acquisition and human rights awareness</div><div><ul style="list-style-type: none">Business expansion and population growth globallyDeclining birthrate, aging population and labor shortages in JapanGrowing awareness of human dignity (human rights and labor conditions), etc.</div></div>	<div><div>Risks</div><div><ul style="list-style-type: none">Decline in competitiveness due to delays in securing and developing specialized and DX talentIncreased importance of supply chain risk management and human rights due diligence, etc.</div></div> <div><div>Opportunities</div><div><ul style="list-style-type: none">Optimal talent allocation through recruitment of overseas personnel and reskillingMaximizing organizational strength by respecting diversityPromoting operational efficiency and social participation through ICT utilization, etc.</div></div>
	<div><div>[Value chain-related]</div><div>Culture, systems and ethics</div><div><ul style="list-style-type: none">Geopolitical risks and differences in culture and systems across countries and regionsGrowing importance of ethical corporate behavior and social responsibility, etc.</div></div>	<div><div>Risks</div><div><ul style="list-style-type: none">Increased friction and regulatory risks due to differences in systems and cultureHigher compliance risks, including supply chain risks and human rights issues, etc.</div></div> <div><div>Opportunities</div><div><ul style="list-style-type: none">Enhancing corporate value through the establishment of a global governance systemStrengthening reliability through supply chain transparency, etc.</div></div>
Environmental-related	<div><div>[Environment]</div><div>Climate change, resources and environmental regulations</div><div><ul style="list-style-type: none">Increased frequency and severity of natural disasters and water-related risks due to climate changeAccelerated plastic pollution and loss of biodiversityStrengthening of environmental regulationsAccelerated transition toward decarbonization and a circular economy, etc.</div></div>	<div><div>Risks</div><div><ul style="list-style-type: none">Operational suspensions and supply chain disruptions due to natural disastersOpportunity losses and increased costs resulting from delayed environmental initiatives, etc.</div></div> <div><div>Opportunities</div><div><ul style="list-style-type: none">Expansion of demand for eco-friendly products and services<ul style="list-style-type: none">Increased demand for high-performance/high-value-added products, clean energy-related materials and alternative materials/productsAccelerated development of next-generation energyEnhanced competitiveness of products and services through established traceability, etc.</div></div>

Identifying materiality

In March 2024, DNP identified its materiality—priority issues to be addressed—as key challenges for realizing the four interrelated societies that it envisions as a “better future.” Based on this materiality, DNP has defined priority areas for value creation in its business activities from a global and long-term perspective.

To achieve both enhanced corporate value and strengthened competitiveness, DNP also focuses on strengthening its business base and thorough risk management, aiming to minimize potential negative impacts.

A better future	Materiality	Priority areas for value creation	Business activities
A society where people can live safe, secure, healthy and well-being lives	The DNP Group boosts environmental, social, and economic sustainability by engendering change of our own volition, as well as accommodating change that comes our way with a flexible stance.	<ul style="list-style-type: none">Developing social environments that enable well-being livesBuilding social and information infrastructure that supports safety and security	Information Security
			Photo imaging
			Mobility
A society where people can communicate comfortably	The DNP Group improves the quality of experiential value and expands on opportunities for everyone by fusing the real and the digital.	<ul style="list-style-type: none">Providing information tailored to each individualEnhancing experiences through next-generation technologies	Industrial high-performance materials
			Digital interfaces
			Semiconductors
A society where people mutually respect each other	The DNP Group strives to create a place where all the people can play an active role by deepening mutual understanding and mutual recognition.	<ul style="list-style-type: none">Creating opportunities for everyone to participateEnsuring globally accessible information	Strengthening of Human Capital
			Strengthening Intellectual Capital
			Initiatives for Environment
A society that realizes a balance between economic growth and the global environment	The DNP Group works to achieve nature-positive value chains by engaging in environmental preservation and reducing negative environmental impacts.	<ul style="list-style-type: none">Building systems that balance convenience and environmental considerationSupporting sustainable economic growth through efficient use of resources	Fair Operating Practices
			Human Rights and Labor
			Environment
			Responsible Procurement
			Product and service safety and quality
			Information Security
			Corporate Citizenship

* For details, please refer to the next page.







Business Activities Based on Materiality

By promoting initiatives aligned with the business, financial and non-financial strategies of the Medium-term Management Plan, the DNP Group aims to achieve sustainable growth through creating new value and strengthening its business base.

Value creation

Aligned with the business strategy of the Medium-term Management Plan, DNP is developing a business portfolio that can leverage its strengths over the medium to long term. In addition, we are proactively investing in areas with

expected market growth where our strengths can be applied, aiming to expand business domains and enhance performance.

	Business area	Social value	Economic value
Value creation ▶ P38	Information Security 	<ul style="list-style-type: none"> Realizing a safe, secure and comfortable smart society where people and things are connected Contributing to the development of highly reliable social infrastructure 	<ul style="list-style-type: none"> Providing high-value, one-stop services through optimal combinations of products and services Expanding business over the medium to long term by entering emerging markets with expected population growth and economic expansion
	Photo imaging 	<ul style="list-style-type: none"> Realizing a communication society filled with smiles and a sense of security Creating new experiences through photography 	<ul style="list-style-type: none"> Achieving stable earnings and differentiation through high-quality print products and image-processing technologies Maintaining a leading global market share and capturing emerging markets by creating value tailored to regional needs
	Mobility 	<ul style="list-style-type: none"> Realizing a society where people can move safely and comfortably by integrating the real and digital worlds Providing a comfortable in-vehicle experience through in-vehicle interface 	<ul style="list-style-type: none"> Securing competitiveness in the global next-generation vehicle market with high-value-added automotive products Contributing to a recycling-oriented society through eco-friendly products using recycled plastics and other materials
	Industrial high-performance materials 	<ul style="list-style-type: none"> Contributing to a decarbonized society with materials supporting EVs and renewable energy Reducing environmental impact through eco-friendly materials and manufacturing processes 	<ul style="list-style-type: none"> Expanding markets by maintaining a leading global share and responding to carbon neutrality Strengthening global competitiveness through a flexible system that supports local production
	Digital interfaces 	<ul style="list-style-type: none"> Realizing a society rich in sensibility through enhanced visual experiences Contributing to the evolution of diverse devices that support intuitive connections with information 	<ul style="list-style-type: none"> Maintaining a strong market position through advanced mass-production capabilities that meet next-generation display demand Achieving high profitability and market leadership through co-creation based on a strong customer base and trust, and delivering high-value-added solutions
	Semiconductors 	<ul style="list-style-type: none"> Contributing to the evolution of high-performance semiconductors that support the next-generation information society Building safe and reliable social infrastructure through semiconductor manufacturing 	<ul style="list-style-type: none"> Achieving high growth through advanced microfabrication technologies and responsiveness to cutting-edge fields Ensuring sustainable business expansion by addressing growth sectors and key markets, covering the semiconductor market comprehensively

 A society where people can live safe, secure, healthy and well-being lives

 A society where people can communicate comfortably

 A society where people mutually respect each other

 A society that realizes a balance between economic growth and the global environment

Strengthening business base

As a foundation supporting sustainable growth, DNP is advancing the strengthening of human capital through expanded investment in people based on the Human Capital Policy, the enhancement of intellectual capital by leveraging

DNP's unique strengths and external collaborations, and environmental initiatives aimed at realizing a decarbonized society, a recycling-oriented society and a society in harmony with nature.

Material issues		Key metrics		Targets	FY2024 results	
Strengthening business base ▶ P56	Strengthening of Human Capital	Support for career autonomy of employees and strengthening of organizational capability	DNP version of “compensation and related policies that are more closely founded on a job-oriented perspective”		Implementation completed	—
		Health and productivity management that increases the happiness of employees	Employee engagement survey scores		Up 10% from FY2022	+4.5%
		Hiring, personnel assignment and reskilling based on human resource portfolio	Completion of DX literacy standard basic education course		27,500 people eligible	25,473
		Promotion of D&I (Diversity and Inclusion) utilizing diverse individuality	Ratio of female managers		12 % or more	10.4%
			Percentage of male employees taking childcare leave		100%	96.4%
	Strengthening Intellectual Capital	Creation of new businesses and enhancement of technological strengths	R&D expenditures (annual)		Maintain in range of 30.0 billion yen	37.5 billion yen
		Global rollout of technological strengths				
		Strengthening of stable businesses and cultural reform				
		Sophistication of DX infrastructure	Data management infrastructure	Number of users	Expand to 10,000 people	7,069
				Number of data analysts	Expand to 1,000 people	703
				Number of reports analyzed and visualized	Expand to 1,800 units	1,356
	Initiatives for Environment	Decarbonized society	Reduction of GHG emissions (Scope 1 and 2)		Down 46.2% from FY2019	Down 18.4%
		Recycling-oriented society	Increase in resource recycling rate		70%	63.5%
		Society in harmony with nature	Reduction of water usage		Down 30% from FY2019	Down 7.7%
			Procurement rate of paper compliant with the DNP Group Guidelines for Procurement of Paper for Printing and Converting		100%	99.5%







Risk management

To ensure the continuity of its business activities, DNP believes it is essential not only to comply with laws and regulations but also for all employees to act with integrity based on social ethics. From both DNP’s perspective, based on the DNP Group Code of Conduct, which defines the standards for employee behavior, and the broader societal perspective, including international norms, we analyze the

importance of key issues and focus on the following critical themes: Fair Operating Practices, Human Rights and Labor, Environment, Responsible Procurement, Product and Service Safety and Quality, Information Security and Corporate Citizenship. Through these efforts, DNP works to thoroughly implement risk management across the entire supply chain.

Six Capitals

By combining DNP's unique P&I (printing and information)—advanced technologies grounded in printing processes—with six management capitals, we continue to create new value.

Capitals	 Human capital ▶P56	 Intellectual capital ▶P66 ▶P26	 Manufactured capital		 Natural capital ▶P70	 Social and relationship capital ▶P76	 Financial capital ▶P32
Strengths / Vision	A challenge-embracing culture with people eager to take them on Each employee is a vital foundation and a source of our strengths in creating a “better future.” By investing in human resources, we aim to enhance human creativity on a global scale, maximize the value generated through our businesses, and establish a positive feedback loop that channels this value back into further investment in our workforce—thereby further strengthening our human capital.	Technological innovation and R&D across a wide range of fields We continue to evolve and deepen our long-cultivated strengths in DNP's unique P&I (printing and information), while strengthening collaboration with external partners to enhance our intellectual capital. Our business, R&D and intellectual property divisions work together in an integrated, company-wide structure—All DNP—to create new value.	Production sites with advanced printing technologies Based on our business strategy, we actively and continuously invest in equipment—focusing on growth-driving businesses—and enhance profitability through the restructuring of existing printing-related production sites. These efforts strengthen our manufactured capital and serve as the foundation for producing and delivering products and services, enabling the creation of additional value.		Environmentally friendly products and services DNP aims to realize a decarbonized society, a recycling-oriented society and a society in harmony with nature, as outlined in the DNP Group Environmental Vision 2050. We flexibly adapt to changes in international standards and other frameworks, linking our actions to more effective outcomes and striving for a society where economic growth and the global environment coexist in harmony.	Co-creation with diverse stakeholders To remain a trusted company for all stakeholders—including employees, business partners, consumers, shareholders and investors, and local communities—we fulfill our responsibilities for value creation, integrity in conduct and transparency. At the same time, we strengthen co-creation with diverse stakeholders to drive the creation of new value.	A strong financial base that supports value creation By implementing a cash allocation strategy over the medium to long term and building a robust financial base to support it, we aim to secure capital profitability exceeding the cost of capital and achieve the sustainable enhancement of corporate value.
Material issues	<ul style="list-style-type: none"> Support for career autonomy of employees and strengthening of organizational capability Health and productivity management that increases the happiness of employees Hiring, personnel assignment and reskilling based on human resource portfolio Promotion of D&I (Diversity and Inclusion) utilizing diverse individuality 	<ul style="list-style-type: none"> Creation of new businesses and enhancement of technological strengths Global rollout of technological strengths Strengthening of stable businesses and cultural reform Sophistication of DX infrastructure 	<ul style="list-style-type: none"> Optimized investment allocation Earning growth through reorganization and effective use of production sites Rapid recovery and business continuity measures (BCM/BCP) considering various potential incidents Establishment of highly competitive, safe, reliable, and high-quality production bases 		<ul style="list-style-type: none"> Net zero GHG emissions from DNP's own business activities Increasing the resource recycling rate Consideration for regional ecosystems Design of eco-friendly products and services, and reduction of negative environmental impacts across the entire supply chain 	<ul style="list-style-type: none"> Building and expanding diverse partnerships Promoting responsible procurement and conducting human rights due diligence across the supply chain Ensuring strict adherence to corporate ethics and compliance by employees Contributing to local communities and broader society through collaboration 	<ul style="list-style-type: none"> Lower cost of equity Increase in expected growth rate Raising ROA Utilization of leverage
Input	<ul style="list-style-type: none"> Number of employees: 36,890 (consolidated) Of which 3,586 are overseas Expenses per employee of education and training: 107,000 yen (non-consolidated) 	<ul style="list-style-type: none"> R&D expenditures (annual): 37.5 billion yen 	<ul style="list-style-type: none"> Global production sites: 60 in Japan, 18 overseas Global sales offices: 33 in Japan, 25 overseas Annual capital expenditures: 76.6 billion yen 		<ul style="list-style-type: none"> Total energy consumption: 14,370 TJ Water usage: 9,060,000 m³ Paper input: 486,000 tons Plastic input: 292,000 tons 	<ul style="list-style-type: none"> Tens of thousands of business partners Suppliers cooperating in responsible procurement activities: 285 Social contribution activity programs conducted: 219 	<ul style="list-style-type: none"> Stockholders' equity: 1,135.8 billion yen Interest-bearing debt: 162.0 billion yen Equity ratio: 59.2% Credit rating: AA- (R&I) Growth investment: 182.7 billion yen
Output	<ul style="list-style-type: none"> Employee engagement survey scores: +4.5% compared with FY2022 Completion of DX literacy standard basic education course: 25,473 people Ratio of female managers: 10.4% Percentage of male employees taking childcare leave: 96.4% 	<ul style="list-style-type: none"> Number of data management infrastructure users: 7,069 Number of Japanese patents held: 12,564 	<ul style="list-style-type: none"> Active investment in focus business areas through expansion of production facilities and M&A Promotion of business structure reform through organizational restructuring and other initiatives Number of major quality incidents: Zero 		<ul style="list-style-type: none"> GHG emissions (Scope 1 and 2): 866,000 t-CO_{2e} Water discharged: 7,140,000 m³ Total unnecessary objects emissions: 219,000 t Amount of landfill waste: 4,500 t Sales of Super Eco-Products: 218.9 billion yen (15.0% of total sales) 	<ul style="list-style-type: none"> Supplier survey based on the Sustainable Procurement Guidelines Average score: 83 Procurement papers conforming to DNP Group Guidelines for Procurement of Paper for Printing and Converting Ratio of key suppliers that have obtained the conformance certificate: 99.5% Donation menu at company cafeteria to support children Total of dishes: 38,385 / Annual donations: 1,920,000 JPY 	<ul style="list-style-type: none"> Net sales: 1,457.6 billion yen Operating income: 93.6 billion yen Net income: 110.6 billion yen ROE: 9.6% Cash flows from operating activities: 95.6 billion yen (Excluding proceeds from stock sales in the retirement benefit trust) Share repurchases: 64.8 billion yen Total dividends: 17.3 billion yen Total return ratio: 74.2%
Issues and future initiatives	Based on our Human Capital Policy, we actively and continuously invest in human resources to support each individual's career autonomy and willingness to take on challenges, while fostering a positive organizational culture that supports these efforts.	We continue to invest approximately 30 billion yen in research and development, combining diverse forms of intellectual capital more effectively to accelerate the development and commercialization of products and services. In addition, we are strengthening open innovation through industry-academia collaboration, as well as marketing, R&D and business development activities overseas.	In response to domestic and international market trends, we are developing production sites that create our unique strengths, focusing on growth-driving businesses such as semiconductors, digital interfaces and mobility and industrial high-performance materials. In addition, we are enhancing asset efficiency through the restructuring of production sites in businesses for reforming.		We identify our dependence and impact on the natural environment, and work to enhance the resilience of our business activities against environmental risks over the medium to long term. At the same time, we promote decarbonization and efficient use of resources across the entire supply chain, advancing both value creation and strengthening our business base.	We work to raise employee awareness of compliance and strengthen risk management throughout the supply chain based on the DNP Group Code of Conduct. In addition, we collaborate with diverse stakeholders across the supply chain to promote respect for human rights and reduce negative environmental impact on a global scale.	To achieve sustainable enhancement of corporate value, we actively invest in areas where we have strengths and that offer expected profitability and growth, while further strengthening shareholder returns in line with profit growth. In addition, we will consider the use of leverage to optimize our cost of capital.

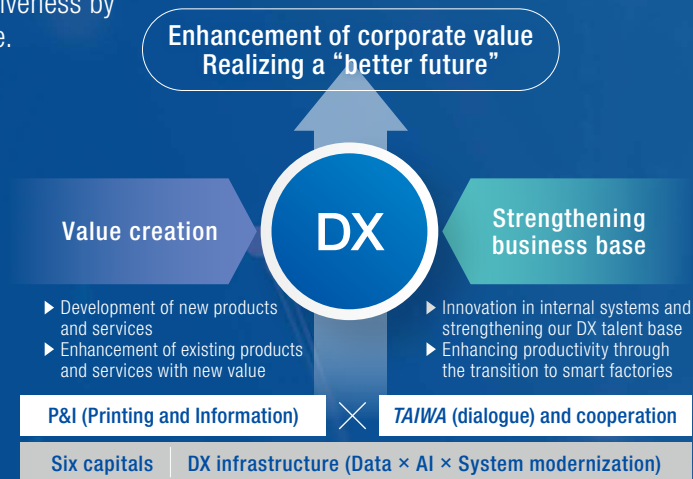
* As of March 31, 2025

Value Creation through Digital Transformation (DX)

Through DX, we further enhance the strengths of P&I, driving business transformation and enhancing competitiveness by both creating value and strengthening our business base.

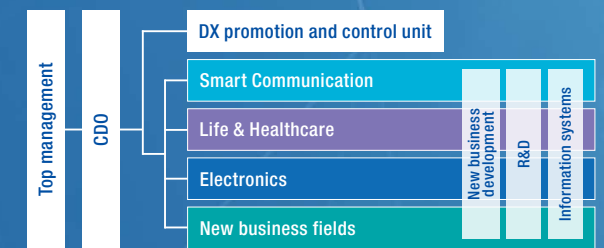
DNP positions DX as a core driver of value creation, guided by our business vision, P&I Innovation. By leveraging the latest digital technologies and data utilization, we further strengthen the capabilities of P&I and establish a competitive advantage through the creation of distinctive products, services, and business models, as well as through the continuous refinement of our operations.

Under our medium- to long-term business portfolio strategy, we create value through the development and transformation of business models, while simultaneously strengthening our business foundation by enhancing competitiveness through innovations in internal systems and substantial improvements in productivity. By advancing both of these strategic pillars, we accelerate value creation through DX.



Promotion structure

The Chief Digital Officer (CDO), appointed by the President, oversees company-wide DX activities. A dedicated DX promotion and control unit has been established at the head office, and under robust cybersecurity frameworks and appropriate AI governance, each division works collaboratively across functions to implement DX initiatives throughout the company.



Governance

Cybersecurity measures

In line with the Ministry of Economy, Trade and Industry's Cybersecurity Management Guidelines, we established the DNP CSIRT to ensure appropriate responses to security incidents. We maintain robust controls across domestic and international sites, provide cybersecurity education to all Group employees, implement AI-driven threat detection, and reinforce factory security. In addition, we are enhancing organizational resilience to enable rapid recovery from potential incidents.

AI Governance

We have established the DNP Group AI Ethics Policy and are continuously providing employee education while building and promoting a framework to ensure AI governance and reliability.

Value creation

Transformation leveraging the strengths of P&I

By integrating P&I Innovations with the strengths of the six capitals through DX, we expand a value cycle co-created with companies, organizations, consumers, and society. We further advance the strengths of P&I through advanced digital technologies and data utilization, transforming both our engineering and value chains. From procurement, design, manufacturing, and distribution to customer touchpoints, we pursue sustainable growth and address social issues across our three business divisions—Smart Communication, Life & Healthcare, and Electronics—through diversification, optimization, and the sophisticated expression of information processing and transmission.

Strengthening business base

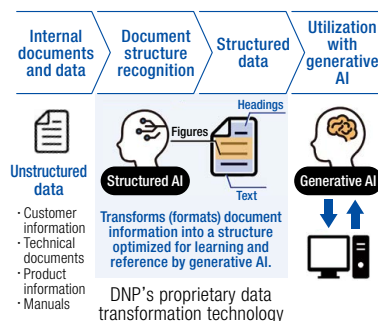
Enhancing productivity through internal DX

To promote P&I Innovations across the company, we are strengthening DX capabilities, including DX advanced talent, organizational culture, and DX infrastructure. DX is being advanced throughout all areas—management, planning, sales, manufacturing, and R&D—significantly improving productivity through the sophistication of business processes and operations, and contributing to the sustainable enhancement of business competitiveness in alignment with our value creation story.

Creating a society where AI collaborates with human knowledge

DNP is working to recapture and leverage the knowledge held by companies and organizations, thereby contributing to the realization of an “AI-Ready” society in which AI can be utilized both effectively and safely.

By combining our expertise in structuring vast and diverse information with the latest generative AI, we have developed structured AI technology that transforms organizational data into optimized formats for AI. This approach maximizes the value of data and contributes to the realization of a society in which humans and AI collaborate seamlessly.



New communication in the real and virtual worlds

DNP is creating new communication and economic spaces that enable people to move seamlessly between the real and virtual worlds, free from divisions of age, gender, nationality, or any other attribute.

By advancing the high-quality expression techniques and large-scale information processing capabilities cultivated through printing processes into high-resolution 3D technologies, we enhance experiential value in XR (Extended Reality) virtual spaces, supported by safe and secure data distribution.

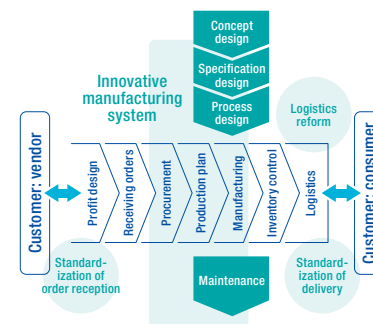


Metaverse Government Office

Contributing to a recycling-oriented society through manufacturing transformation

By enabling advanced data integration across the entire supply chain, we enhance the flexibility of production planning, shorten time-to-market, and contribute to addressing social issues such as energy conservation, resource circulation, and product recycling.

By applying annealing technology to rapidly optimize work schedules and transportation routes, we improve processes within our factories and enhance productivity through automation.



Strengthening supply chain management

DX advanced talent and organizational culture

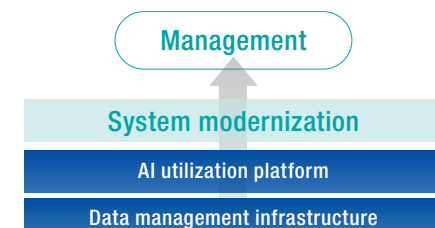
Reskilled DX talent supporting new businesses ▶ P60

Building on our talent portfolio, we are developing personnel capable of driving “DNP DX.” For example, as part of our business structure reforms, employees who have acquired DX skills through reskilling are reassigned to the XR communication business, where they contribute to value creation through metaverse development.

Deepening a culture of proactive data and AI utilization

To accelerate the company-wide use of data and generative AI, we strengthen problem-solving and proposal capabilities through design thinking, while encouraging voluntary challenges and mutual recognition via ideathons and the sharing of use cases. In addition, the introduction of no-code tools empowers every employee to drive business transformation, improving both productivity and value-creation capabilities.

DX infrastructure



We are continuously enhancing our DX infrastructure—comprising the data management infrastructure, AI utilization platform, and system modernization—to drive sustainable corporate growth.

Our data management infrastructure targets

Indicators	End of FY2024 results	End of FY2025 target
Number of users	7,069	10,000
Number of data analysts	703	1,000
Number of reports analyzed and visualized	1,356	1,800

Evolving toward a resilient business foundation

In areas where standardization is feasible, we introduce common systems to improve efficiency and optimize costs. In rapidly evolving business domains, we develop flexible, data-ready systems to enhance the competitiveness of each division. Together, these initiatives strengthen company-wide agile management and our overall capacity to respond to change.

Significantly improving productivity through generative AI

By leveraging advanced AI models, we are automating specialized tasks such as new material discovery and quality analysis in R&D, patent searches and filings for product and service development, and regulatory research. Through these initiatives, we have automated over 50% of conventional tasks, significantly enhancing productivity.

Realizing agile management through data-driven insights

We have established a data management infrastructure to support the aggregation and utilization of vast volumes of information. Through management dashboards, we can promptly identify changes in the business environment and early signs of risk, enabling rapid decision-making by executives. In addition, by “democratizing” data for applications such as demand forecasting and investment management, we empower employee decision-making across the organization.