



## (2) Initiatives to Support Business Strategies

### IV. Digital transformation (DX) strategy



#### Changes in Business Environment

- Construction of a value creation model with consideration for environmentally responsive structural changes in the shipping industry
- Sophistication of vessel management to respond to the needs of customers who are aware of significance of decarbonization and “business and human rights”
- Fair and prompt decision-making in consideration of standpoints of various stakeholders

#### Human Capital Strategy

Promote DX to develop pleasant working environment where employees can concentrate on implementing strategies at a high level.

#### Sustainable Shipping Strategy

Promote DX for vessel management for the prevention of accidents and disasters, the sophistication of vessel management, and the improvement of navigation efficiency.

#### Governance Enhancement

Promote DX for the enhancement of governance including the streamlining of monitoring.

### Digital transformation (DX) strategy

#### Enhancement of cybersecurity

#### DX for vessel management



- Preventive maintenance devices
- Work support robots
- Navigation support system

#### IT human resources development



- Enhancement of IT training
- Development of digital-core human resources

#### Investment in core systems



- Consideration of new core systems
- Sales support system
- Accounting system

#### Sophistication of business operations



- Investment for the sophistication of business operations
- Utilization of DX for human resources
- Initiatives for efficiency through DX

#### Acceleration of digital education