

Basic Policy II

Building of flexible and efficient organization

Overview

Sumitomo Pharma is building a flexible and efficient organizational foundation instilled with CHANTO: delivery of the highest performance by simultaneously executing organizational and operational reform and nurturing corporate culture and talent to drive innovation in parallel with digital transformation to support the establishment of growth engines.

Under Flexible and efficient organization and operations we aim to pursue operational excellence

and build an agile and flexible organization to proactively address changes in our business environment. Under Corporate culture and talent to drive innovation we aim to foster talent responsive to environmental changes and encourage innovation and flexibility. Under Digital transformation we aim to achieve both new value creation and operational reform through digital technology.



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Corporate culture and talent to drive innovation
Digital transformation

Material issues Sumitomo Pharma has set targets and KPIs, and we have provided a list of them on pages 35-38.

Flexible and efficient organization and operations

Sumitomo Pharma pursues operational excellence and builds agile and flexible organization to proactively address changes in business environment.

As one method of achieving this, we promote work style innovation to enhance our value proposition to society by enhancing employee satisfaction and capability through improvements to productivity and work-life balance.

Pursue operational excellence

- “Work style innovation” supported by digital technology
- Optimize resource allocation

Agile and flexible organization

- Ability to prepare for and respond to future changes
- Strategically deploy external resources

HR system revision

Evaluation and compensation system reform

To further accelerate in our HR systems the principles of self-discipline, independence, delivering results, and taking challenges, we have incorporated the Conduct Guidelines (CHANTO) as evaluation criteria into the Skill & Conduct Evaluation Sheets/Management Evaluation Sheets that we have been using for individual evaluations. We have put a special emphasis on "showing courage to meet challenges" as a part of our culture that we want to strengthen further, making challenge seeking an even more important part of evaluations.

In addition, in order to encourage employees to target more challenging goals, we have kept our previous bonus system and added a departmental bonus system that allows each department to decide on additional compensation based on the extent to which employees demonstrate a "challenge-seeking attitude and process."

Work system reform

In April 2022, we revised our discretionary work system and instituted an imputed work system unique to Sumitomo Pharma.

For those eligible for the discretionary work system, we did away with the previous working hours of 7:00 AM to 8:00 PM and made changes to allow for more flexible work schedules. For those in the standard work system,

we instituted an imputed work system unique to Sumitomo Pharma that allows employees to leave before the official closing time without having their pay docked if they efficiently finish their work before then.

These two system reforms encourage employees to adopt a more self-disciplined and independent work style, and we will take a flexible approach to addressing any issues that arise in the implementation of this system.

Work style innovation Material issues

More sophisticated work styles

Improvement of productivity

With our basic concept of work style innovation, which is to build a win-win relationship between employees and the company to enable employees to work with a firm sense of fulfillment and produce results, it is our aim that each and every person will fulfill their own roles and produce results in the limited time.

In fiscal 2020, due to the COVID-19 pandemic, we established and expanded communication infrastructure to enable all domestic employees (approx. 3,000) to work remotely and promoted active utilization of web conferencing system. Additionally, we have made efforts to maintain productivity by holding training to strengthen communication in teleworking and disseminated information and held events to maintain physical and mental health. In fiscal 2021, we continued efforts to

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enhance work styles to create a virtuous cycle of improving productivity by achieving results while enjoying work through work-life balance, which can become blurred when teleworking.

As one such effort aimed at boosting productivity amid an increase in telework and various other work styles, we have conducted training focused on building self-discipline and independence. This is because we believe that employees need to be self-disciplined and independent in carrying out their duties and responsibilities, rather than waiting for instructions from their supervisors.

Improvement of employee satisfaction

We value communication between management and employees, which includes lectures by directors at each business site and company-wide messages from the president and executive officers.

Starting in fiscal 2019, we undertook an employee engagement survey—SMP Opinion (“MinOpi”)—through the Motivation Cloud service, which surveys and measures levels of employee satisfaction and expectations. In fiscal 2021, we were awarded third place for the third consecutive year in the large company division of the Best Motivation Company Awards 2021. Going forward, we will continue to work to improve the satisfaction of employees in each department.

Virtuous cycle in work-life balance

Sumitomo Pharma believes that it is necessary to create an environment conducive to exercising one’s full capacities while effecting a positive cycle connecting work and personal lifestyles for every employee in order to achieve our Corporate Mission.

We believe that it is important for employees to have full and satisfying roles in both their professional and private lives. We encourage employees to produce maximum results within specified work hours, then, after work and in their free time, engage in personal development, outside interests, and leisure time with their family. We feel that a mindset oriented toward boosting the quality of hours spent on work tasks will spur individual growth and, as a result, produce a virtuous cycle that leads to better results for the organization. Since fiscal 2017, we have been continuously promoting Work Style Innovation Meetings to take stock of tasks at each workplace and to review work styles and have been

working to resolve issues.

We will continue making efforts to refine our work styles, promote a good work-life balance, and maximize corporate value.

KPIs

• Employee engagement

Fiscal 2021 progress

- Company-wide engagement score: 59.0
- Percentage of departments with engagement scores under 55: 23.9%

Note: Engagement scores indicate engagement for an organization (as a deviation) and are determined using the Motivation Cloud from Link and Motivation Inc.

Other companies’ average score is 50

• Employee turnover rate

Fiscal 2021 progress

- 3-year turnover rate: 1.44%
- 5-year turnover rate: 1.51%
- 10-year turnover rate: 1.57%

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Corporate culture and talent to drive innovation

While maintaining a “culture with resilient and detailed execution,” we are fostering talent responsive to environmental changes and encourage innovation and flexibility. We are promoting Project CHANTO to achieve goals toward the penetration and practice of CHANTO: delivery of the highest performance while responding to environmental changes, and are working to foster leaders and global talent.



Penetration/practice of CHANTO

Promoting Project CHANTO

Under the Mid-term Business Plan 2022, our vision is to establish ourselves in a position as a Global Specialized Player by 2033. To that end, we thought it was necessary for each one of our employees to be always aware of CHANTO and to make personal progress, and launched Project CHANTO in February 2020. The goal of Project CHANTO is to establish and instill throughout the company Conduct Guidelines (= CHANTO) for realizing the Company's vision, connect it to a change of behavior in every employee, and link it to individual and organizational results.

→ Please see pages 29-32 for details of Project CHANTO.

Training and development of employees Material issues

Fostering of leaders, globally-minded human resources, and DX professionals

Fostering the next generation of leaders

We established the SMP Academy in July 2016, which is a career grade-specific selective education and training program. The Academy provides extensive learning opportunities to highly talented and ambitious students, from young employees to mid-career employees as well as managers. The Academy's programs consist of A1 course, A2 course, A3 course and the Management course. In the six years between fiscal 2016 and fiscal 2021, 482 employees completed the program.

Since April 2020, due to the impact of COVID-19, all training has been moved to an online format. Training content relevant to our current era and the changes taking place was also incorporated, such as switching to

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lessons that instruct participants on proposing and executing business models for the digital age.

The HR Strategy Meeting, which has been held on an ongoing basis since 2008, plays a major role in this development and selection of the next generation of leaders. The HR Strategy Meeting, which consists of all the Directors except Outside Directors, some of the Executive Officers, as well as executive directors of divisions as necessary, has been held regularly with over one hundred meetings during the past ten years. In addition, important personnel-related issues are discussed from time to time, such as work style innovation and diversity & inclusion.

Promotion of English proficiency enhancement toward globalization

We are working to foster global human resources that can undertake business management overseas in future such as by dispatching personnel to overseas subsidiaries and overseas academic and research institutions.

Also, in addition to selective English proficiency enhancement training of personnel recommended by each department, in fiscal 2020, we adopted the goFLUENT program, which is an e-learning approach to English education, from the perspective of raising the base level of English proficiency company-wide. Similarly, we increased the number of times we offer the TOEIC test from two to four times per year and incorporated TOEIC scores as one of the criteria for applicants applying to sit exams for certain managerial positions. Going forward, we must increase our pool of employees able to work in a global setting, so we will polish our programs for enhancing English proficiency and will review and implement new programs as well.

Fostering professionals for achieving new value creation and operational reform via DX

In August 2021, we launched DX training aimed at developing 100 data scientists. We have created courses that include e-learning programs for all employees and managers and that aim to give individuals a higher level working knowledge of data science. Making effective use of a range of data, we will strive to swiftly develop digitally capable professionals who can address a variety of issues.

Fostering a corporate culture that encourages self-disciplined and independent career development
Strategic allocation of human resources through talent management, and acceleration of human resource development

We have adopted and are operating a talent management system to systematically understand and supervise the skills, assets, and capacities of our employees. Utilizing the talent management system, we encourage employees to take steps toward their own career planning with self-discipline and independence. We also have supervisors and direct reports work together to design customized development plans in order to realize human resources development and the proper placement of personnel, while striving to maximize results.

In fiscal 2021, we undertook people analytics (workforce analytics) leveraging the information accumulated and sped up policy decision making in the human resource affairs while searching for and identifying factors that encourage employee growth and factors that contribute to employee engagement.

Going forward, we will continue to implement HR policies and initiatives aimed at both accelerating employee growth by utilizing gathered data, and maximizing results for the organization.

We have stepped up mid-career hiring efforts in many departments and are growing the number of mid-career employees every year. In fiscal 2021, we hired 29 talent for primarily head office organizations, the Drug Research Division, and the Technology Research & Development Division.

KPIs

- **Number of participants in selective training**
Fiscal 2021 progress
 SMP Academy trainees: 85
- **Number of employees with overseas work experience**
Fiscal 2021 progress
 25 (individuals who started working overseas in fiscal 2021)
- **Number of participants in programs to enhance English proficiency**
Fiscal 2021 progress
 e-learning (goFLUENT program) participants
 - e-learning: 1,201
 - Private instruction program: 159
- **Number of cases and applicants utilizing internal job posting system**
Fiscal 2021 progress
 • Internal posts: 6 (13 people)
 • Applicants: 55 people
- **Number of career consultations**
Fiscal 2021 progress
 Self-career dock consultations: About 200

Diversity & Inclusion

Material issues

Promotion of active participation by female employees

We believe every employee, regardless of their gender or any other characteristics, being able to perform at their full potential is vital to achieving our Corporate Mission. Going forward, we believe that an equal ratio of men and women among our employees and among our managerial staff is one yardstick. Moreover, we are aiming to increase the number of female employees returning to and continuing work after a life event such as marriage or giving birth and to increase the number of females selected for managerial positions. The ratio of female managers is steadily increasing, which, among others, is evident in the early achievement, in April 2019, of the goal of at least 10% female managerial staff by fiscal 2020.

Since January 2021, we have maintained the 10% ratio of female managers and are progressing efforts to nurture such staff including training of female leaders with the goal of at least 15% of female senior employees (excluding managers), who are candidates for managers.

Additionally, we are aiming for a work environment where it is easier for each employee to achieve a positive work-life balance. To this end, we have set a goal of—and are working towards—100% of male employees taking childcare leave.



Obtained certification by the Ministry of Health, Labour and Welfare as a corporation that provides excellent support for raising children in 2017



Obtained the highest "Eruboshi" certification (three stars) as a company making excellent progress implementing initiatives for the active involvement of female employees in 2017

Promotion of LGBTQ understanding

Sumitomo Pharma clearly states in our Compliance Standard that we do not discriminate on grounds of sexual orientation and gender identity. We are undertaking measures such as the Ally initiative and providing training for all employees to promote understanding of



LGBTQ (lesbian, gay, bisexual, transgender, questioning, and queer).

In addition, in April 2020, we introduced a same-sex partnership system, which provides equal treatment for same-sex partners and spouses in housing, special leave for weddings and funerals, and other programs. In recognition of our efforts, we have obtained "Gold" certification in the Pride Index for two consecutive years (2020 and 2021).

Promotion of active participation by people with disabilities

Cocowork Co. Ltd., which was established to support the independence of people with mental disabilities and has been accredited as a special subsidiary, engages in pursuits that include hydroponic leafy vegetables using solar power. Through this and other initiatives, the Group will continue to promote greater participation by those with disabilities.

Our ratio of employees with disabilities was 2.34% as of June 1, 2022.



Cocowork Esaka Farm (Suita, Osaka)

KPIs

- **Percentage of female managers**
(Target for the end of fiscal 2022: maintain at least 10%)
Fiscal 2021 progress: 16.0%
- **Percentage of female senior employees, excluding female managers**
(Target for the end of fiscal 2022: 15%)
Fiscal 2021 progress: 12.2%
- **Percentage of male employees taking childcare leave**
(Target for the end of fiscal 2022: 100%)
Fiscal 2021 progress: 88.2% (5 or more business days)
- **Number of participants in e-learning on LGBTQ**
Fiscal 2021 progress: 2,755
- **Number of Ally activities**
Fiscal 2021 progress: 4
- **Average length of employment of employees with disabilities**
Fiscal 2021 progress: 18.9 years

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 Message from the Executive Officer in Charge of Human Resources
**Atsuko Higuchi**

Senior Executive Officer

External Affairs; Corporate Secretariat;
Human Resources
 Personnel evaluation system tied to "Project CHANTO"

In response to changes in the business environment and to establish ourselves as a Global Specialized Player in 2033, we launched "Project CHANTO" in February 2020 based on the belief that each one of our employees should always be aware of "CHANTO" (the capability to deliver the highest performance) and make personal progress.

In April 2022, we reviewed our personnel evaluation system. We incorporated the "CHANTO" Conduct Guidelines as an evaluation factor and we hope to achieve greater results through a system that can especially evaluate those who "show courage to meet challenges." We have also introduced a new departmental bonus system. Based on funds allocated from the performance of each department, the departments can decide who is eligible for the bonus and the amount to be paid, according to the evaluation of their "attitude toward challenges" and "process of taking on challenges" with ambitious goals.

Before the system was introduced,

employees received an explanation of the details and watched the president and other executives explain the significance of the system through video messages. We may encounter operational issues in the future; however, we believe that the introduction of this system is a challenge in itself and an initiative that embodies the "CHANTO" Conduct Guidelines.

 Reforming work styles and creating an environment in which all people can play an active role

Over the past two years, COVID-19 responses and the reform of our work styles have been inextricably tied together. We have promoted initiatives to maximize results during COVID-19, including training aimed at strengthening communication, which can be lacking in the midst of adjusting to unfamiliar work styles, as well as holding events to maintain mental and physical health.

Steady progress has also been made in diversity and inclusion. The ratio of female managers is steadily increasing, and we will continue to promote development and training

aimed at raising the ratio of female senior employees who are candidates for management positions. We have also established and are hoping to achieve the goal of 100% of male employees taking childcare leave.

Furthermore, in fiscal 2021 we conducted training for directors and executive officers that focused on better understanding the presence of unconscious bias.

 Individual growth and organizational change as drivers of growth

The Group has focused on creating a workplace environment in which all employees who wish to demonstrate their abilities can play active roles, and furthermore, through "Project CHANTO," we have encouraged employees to modify their way of thinking and behavior. Although it is difficult to demonstrate quantitatively, we feel that our employees are making steady, consistent progress in this area.

We will continue our efforts to create a virtuous cycle that encourages individual growth, which in turn leads to organizational change and increased results.

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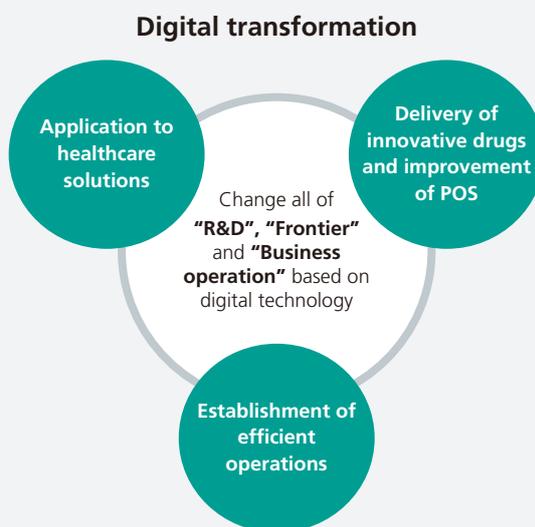
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Digital transformation

We will make strategic use of digital technology to reinforce the organizational base. Our goal is to leverage digital transformation to build an agile organization and human resources capable of spotting changes in the external environment and

acting to address these changes proactively, and flexibly. Through this approach, we simultaneously create new value and bringing about operational reform.

- Further focus on digital capability:**
- Improve company-wide digital capability
 - Enhance digital skills and change mindset
 - Acquire and develop digital talents
 - Enhance platform for data utilization, etc.
- Company-wide efforts to identify opportunities leveraging digital technology and deliver best performance:**
- Create new value in Pharmaceutical and Frontier areas, mainly led by current business function
 - Accelerate company-wide initiatives for operational reform with potential advanced digital technology, mainly led by digital transformation functions



Digital transformation strategy

In the Mid-term Business Plan 2022, Sumitomo Pharma highlights the pursuit of digital transformation (DX) as a key initiative to re-build the business foundation through "establishment of growth engines" and "building a flexible and efficient organization." Through the formation of a DX promotion system that integrates information technology and digital technology, Sumitomo Pharma Group can achieve prompt decision-making throughout the organization. Also, we have been working to develop digital workplaces and to raise Sumitomo Pharma Group's digital literacy (skills) and "digital-first" mindset.

Through the strategic alliance with Roivant Sciences completed in December 2019, we acquired two healthcare technology platforms, DrugOME and Digital

Innovation, further accelerating the Group's DX efforts and talent pipeline. Through these systems, technologies, and human resources, we can set quantitative goals linked to sales and R&D milestones. This will allow us to increase the probability of success of drug discovery, shorten the development time, and ensure stable manufacturing to deliver safer and more reliable pharmaceutical products.

In doing so, we will deliver unique value to a broader range of people, including healthcare professionals as well as patients and their family members, while creating innovative pharmaceuticals and healthcare solutions.

By accelerating DX with a focus on creating and enhancing our business value, we are realizing sustained growth through "transformation into a data-driven pharmaceutical company" and "creation of new value and operational reform."

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Promotion system

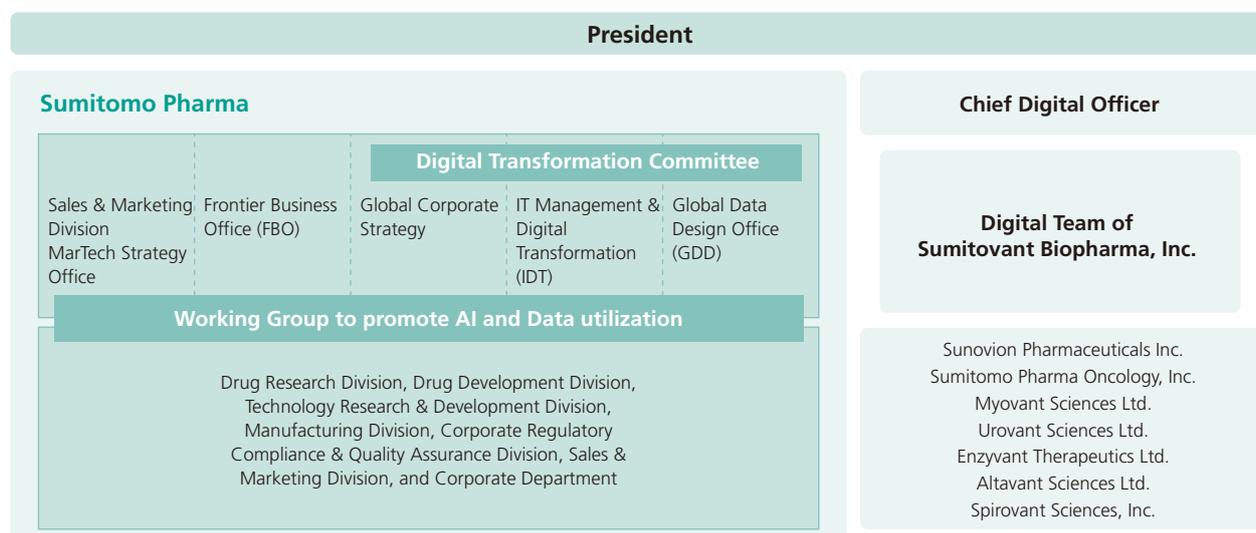
Under the lead of Dan Rothman, Chief Digital Officer (CDO) of the Group, we have assembled a team from IT-related departments of the Group companies to form the Digital Transformation Leadership Team in an effort to expedite DX throughout the Group. Also, we have established organizations specialized in DX, such as the Global Data Design Office, the IT Management & Digital Transformation, Frontier Business Office, and MarTech Strategy Office. Further, to ensure quick and flexible decisions on DX projects, we have established a Digital Transformation Committee in Japan comprised of the Global Data Design Office, Global Corporate Strategy, IT Management & Digital Transformation. We have also established the company-wide working group to promote AI and Data utilization, which consists of representatives from each department in the Company and are working across the organization.

It is under this framework that we are introducing DX to the Group's advanced technologies. At the same time, we have built an agile organization capable of flexibly addressing changes and combining various functions both from within and outside of the Group, while fostering a corporate culture that encourages employees to change and act flexibly and develops such human resources.

Overview of the DrugOME

DrugOME is a system that leverages diverse data points to promptly deliver quality solutions to varying business issues. The DrugOME team consists of data scientists with advanced expertise in computational research and capabilities. The team communicates and works closely with broader business teams to solve for issues or drive capabilities. We are promoting the use of DrugOME in various situations in our value chain. This includes evaluating the feasibility of compounds in clinical stage using real-world data, optimizing development plan and clinical study designs, efficiently seeking out key opinion leaders (KOL) using data from research papers and clinical studies, and making clinical studies more efficient.

Promotion system



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Overview of Digital Innovation

Digital Innovation is a system that uses digital processes to solve for various issues faced in business activities in the value chain and improve operational efficiency. The Digital Innovation team assigns a Digital Innovators to business teams in order to listen directly to the needs within the company and develop or offer new applications or automation technologies that in turn can drive business value. The Group companies use a common platform thus applications developed by Digital Innovators can be shared seamlessly between departments. Through this process, our Group’s digital capabilities will be further strengthened and operational reform will be accelerated.

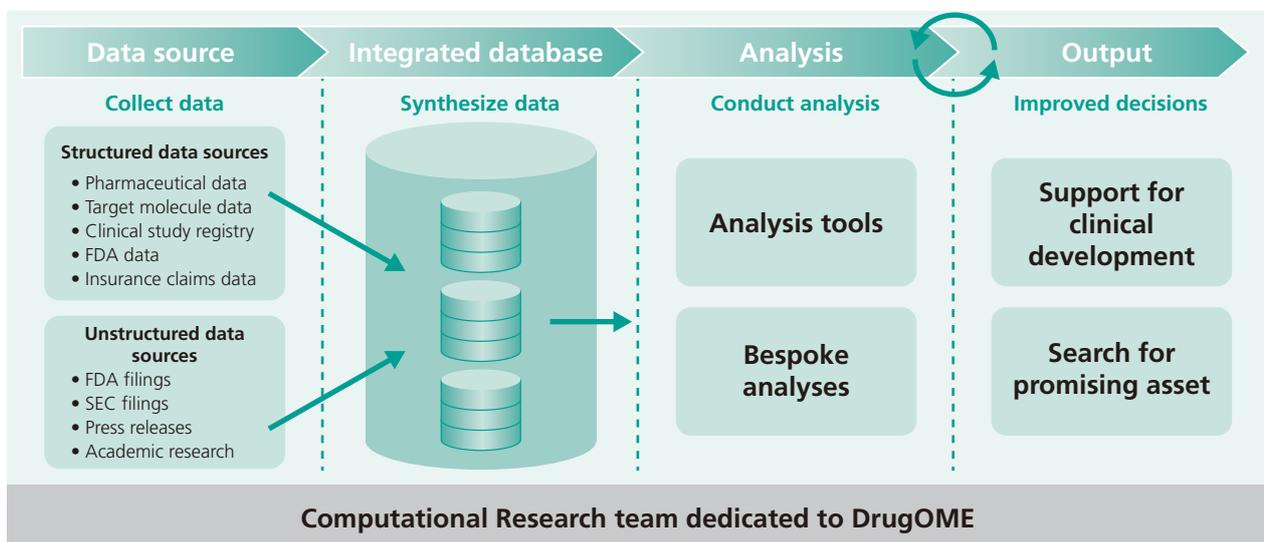
In Japan, we are developing applications such as search tools for regulatory information, support tools for creating

documents related to clinical studies, tools for the semi-automated creation of documents by medical representatives (MR), and tools to make reviewing sales materials more efficient. In the U.S., we are doing enrollment prediction for clinical study subjects, developing an integrated platform that enhances the searchability of drug discovery-related information, and visualizing sales-related data.

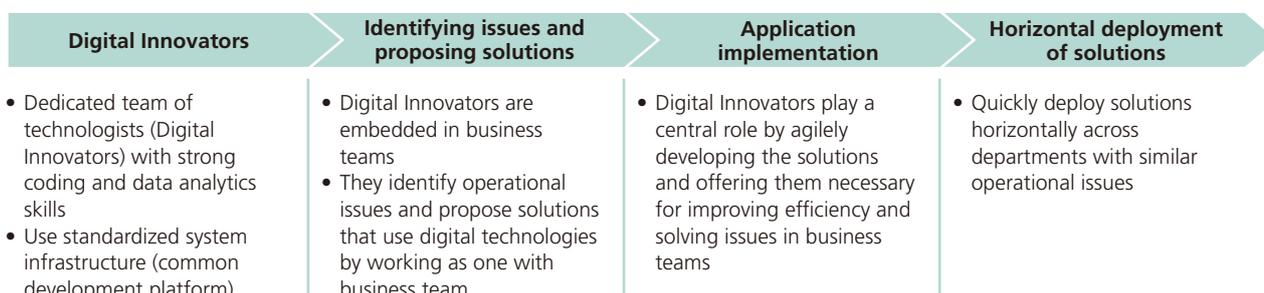
Accelerating operational reform

To facilitate the provision of innovative pharmaceuticals and healthcare solutions, we are advancing operational reform based on a transformation to an agile and data-driven corporate culture in addition to strengthening digitally-capable human resources.

Overview of the DrugOME



Overview of Digital Innovation



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We are working on developing human resources, like DX human resources training, data scientist training, fostering of human resources for DX planning, and recruiting citizen developers.

We are also working on introducing an agile work style. As for an environment to support our operational reform, we have developed and expanded a communications infrastructure and introduced web-conferencing system so that all of our 3,000 employees can work from home and can perform their job responsibilities, communicating with each other as they were in the office.

To assist collaboration between those working from home, we are advancing a digital workplace for general work by providing a variety of tools, such as electronic white boards for discussing meeting agendas or brainstorming together to incubate new ideas, mind maps for visualizing creative thinking, fresh ideas, and the flow of information, and tools for checking work status and schedules.

Furthermore, by introducing a workflow system and robotic process automation (RPA) technology to the application of documents and routine tasks, respectively, and proceeding with the automation of management work, we have achieved prompt decision-making and higher efficiency and standardization of work processes. Any surplus time thus gained is being allocated to high-value-added work to increase productivity.

Example applications: creating value through integrating business teams and the IT team

We are attempting to create a brand new business system by inspiring our employees to change the way they think and act by integrating business acumen and IT knowledge.

Data-driven drug discovery research using in silico drug discovery technology

We aim to enhance the probability of successful research and development for drug discovery by feeding knowledge gained from analysis results of patients' medical and healthcare data back to translational research, in addition to using AI and simulations to discover promising compounds. For toxicity and pharmacokinetics assessment, by leveraging AI developed

in-house, we obtain predicted results. We then conduct experiments, and promising compounds are synthesized and evaluated with high priority, increasing efficiency. From the viewpoint of drug design process, the use of in silico drug discovery technology has become very common in the past 1-2 years, and there are several drug candidates being discovered efficiently and rationally as a result. We believe that in silico drug discovery can increase efficiency 20-30 % in both average development cost and time when conducting conventional drug research. We are also seeking out new drug targets by conducting our own analyses of clinical big data.

Improving efficiency of non-clinical studies with AI

After carefully picking promising compounds out of many new ones, we conduct non-clinical studies to evaluate their pharmacological activity and toxicity. In the past, we observed changes in cells and behaviors of animals for a long time to detect any changes.

To conduct experiments with high efficiency and objectivity, we analyze pathological images using AI and conduct behavioral pharmacology tests utilizing deep learning. This has shortened the evaluation process significantly and enabled us to analyze experiment results quickly and accurately and move onto the next phase.

DX of the frontier business

We are working on launching the frontier business early with a view toward realizing "wide-ranging well-being and diverse lifestyles" through the provision of never-before-seen healthcare solutions to social issues in the healthcare areas other than pharmaceutical products, such as digital therapeutics (DTx).

In designing and providing flexible, effective, and caring solutions that accurately capture latent issues shared by all, including healthy individuals with presymptomatic diseases, caregivers, guardians, and healthcare professionals, as well as patients, DX is not a mere tool but counted as a critical driver. For the frontier business, we will expedite the introduction of innovative DX technologies and joint research and development projects with many partner businesses, with social implementation and commercialization of healthcare solutions in mind.

→ Please see page 55 for details of the frontier business.

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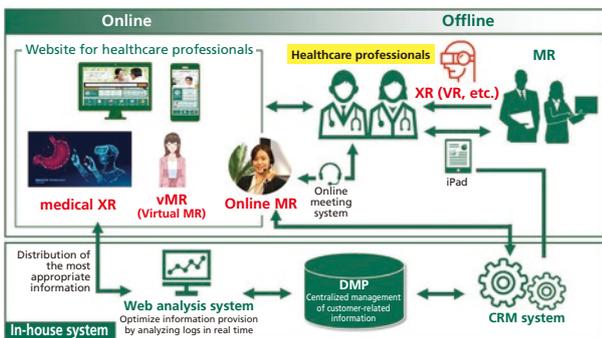
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Supporting information provision by MRs

On the sales front in Japan, we are accelerating data-driven DX by introducing AI, virtual reality (VR), and other digital technologies to traditional information provision by MRs. We are also accommodating the changing ways in which customers are acquiring information by providing information effectively through a combination of websites and external portal sites, and then we utilize data obtained from these activities.

We are seeking to establish a new sales style as we take advantage of a variety of digital technologies by, for example, building a product demand prediction model using AI, conducting advanced analysis and simulation of data gained from sales and marketing activities, and developing desk work automation tools for MRs using the latest programming technology.

Through these initiatives, for two consecutive years starting in 2020, we have been named a "Noteworthy DX Company" in the "Survey on Digital Transformation" for 2020 and 2021, which were jointly conducted by the Ministry of Economy, Trade and Industry of Japan (METI) and the Tokyo Stock exchange (TSE), and have obtained "Digital Transformer Certified Business Operator" certification under the METI's digital transformation certification initiative.



New management style leveraging digital technologies

Building a platform and mechanisms to promote DX

Utilizing data both inside and outside of the company, Sumitomo Pharma is building a system to promote new value creation. We are also striving to achieve data-driven decision-making by develop a company-wide platform that allows all employees to seamlessly use data, while also promoting the use of data visualization tools.

Meanwhile, we have formed our own agile team for developing an innovative system that is without precedent, and are cultivating citizen developers to enable employees to digitize their own work. We are promoting digitization comprehensively through efforts that include building an internal system that will allow the programs made by citizen developers to be reused by others as they see fit.