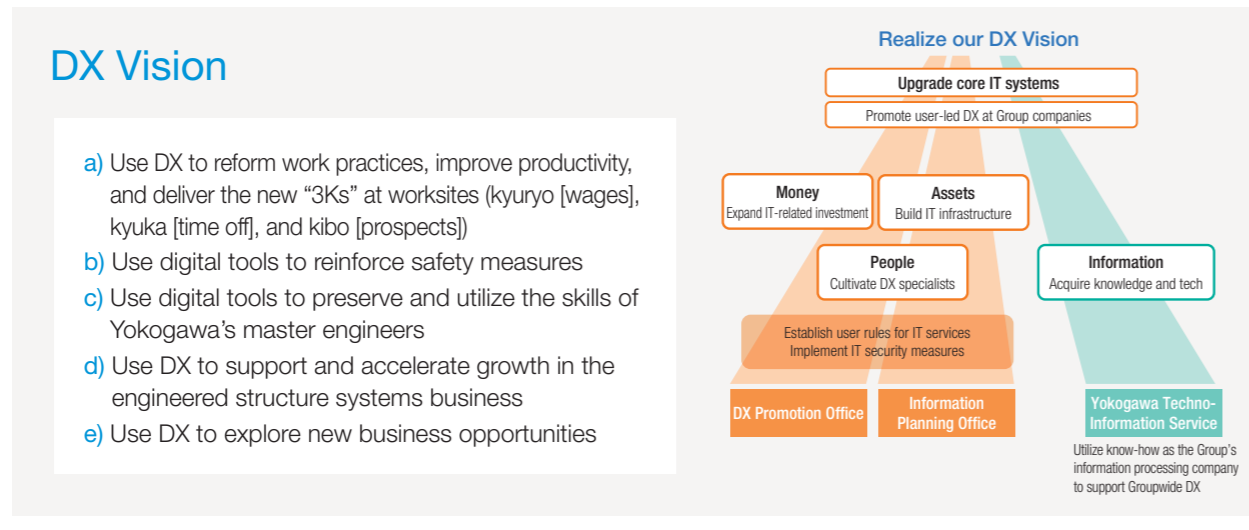


DX Strategy

In order to achieve sustainable corporate growth and create new value in the midst of the drastically changing social conditions around the YBHD Group, we will seek to achieve our vision by developing a DX platform through the concentrated investment of management resources and the establishment of an implementation system under the slogan “Harnessing Digital Tools to Transform, Grow, and Support.”



Review of fiscal 2022

- To develop “DX specialists,” we conducted DX assessments (to visualize skills and knowledge) and IT literacy education via e-learning for around 1,000 back office department employees.
- We worked on reducing labor and improving productivity at worksites by applying new technologies such as simulations of full-scale implementation of deck bar arrangement inspection using digital data.
- We started consideration of the use of AI, robots, and other technologies to improve safety.
- With the aim of “standardizing business processing and management,” “streamlining, digitizing, and visualizing information,” and “passing on the knowledge and skills of predecessors,” we started upgrading core IT systems to “build a foundation for resilient business operations.”
- We began trials for introducing electronic services for ordering, invoicing, and other order-related tasks.
- We decided to introduce an integrated BI platform and started trials aimed at realizing data-driven management.

Efforts in fiscal 2023

- For the approximately 100 personnel identified in the fiscal 2022 DX assessment as possessing a certain level of DX skills and knowledge, we will provide specialized education in problem-solving training, data science, cutting-edge technologies like AI, practical skills in planning/promoting/managing DX projects, Python, databases, no-code/low-code development, and more.
- In fiscal 2023, we will continue initiatives such as reducing labor at worksites through new technology adoption and making use of AI.
- We plan to complete requirements definition and basic design for the new core information system in fiscal 2023.
- To comply with the Invoice System and amended Electronic Bookkeeping Act, we will proceed with trials and commence full-scale introduction in some departments of electronic services for ordering and invoicing operations.
- To roll out the integrated BI platform across the YBHD Group, we will examine utilization scenarios and confirm and evaluate the effects of introduction.

DX Certification acquired

In August 2023, we were certified by the Ministry of Economy, Trade and Industry as a “DX Certified Company.”

We will continue setting up base for DX promotion in each department to support achievement of work-style reforms and improved productivity.

Case Study 1 Digitization of manufacturing documents and inspection sheets and utilization of tablets

The Osaka Plant of Yokogawa Bridge issues electronic manufacturing documents, and fills out inspection sheets and management sheets electronically using tablets. Documents created in Excel can be directly migrated to electronic documents, enabling a shift to paperless systems of safety and machinery inspection records. Photos can be attached to inspection sheets and inspection records can be emailed, eliminating the hassle of recreating documents at the office. Tablets enable viewing, sharing, and writing of documents, allowing immediate confirmation of necessary information anywhere, leading to improved productivity and quality.



Case Study 2 Utilizing the video software “tebiki” to pass on skills and standardize work

The software enables easy creation of operation standard videos by automatically generating captions using speech recognition and editing videos from smartphone-recorded operation videos. Visual verification by watching the videos on a smartphone or tablet makes work more efficient compared to conventional paper-based operation standards.

Adoption is increasing in each department, with over 300 video manuals completed so far. In addition to using them in new employee training, we intend to use the videos for standardizing operations externally with partner companies in the future, as well as across the YBHD Group, and for passing on the skills, techniques, and know-how of veteran employees, which is a common Group-wide challenge.



Case Study 3 DX specialist development: Implementation of specialized education

Our specialized DX specialist development training started in May 2023. Upon its commencement, President Takata sent the following message to participants:

“While DX is extremely broad, I want us all to consider ‘What DX means for the Yokogawa Bridge Holdings Group’ and promote it accordingly. For the entire company to move forward using DX, raising the overall level is necessary, not just a small number of specialized personnel taking action. Company commitment, cooperation between departments, and your understanding are all indispensable to realize this. I ask you 104 members taking this specialized DX course to reflect what you learn in your departments, spur changes in workplace atmosphere, and seek cooperation for DX. I expect that this will drive the YBHD Group’s DX adoption.”

