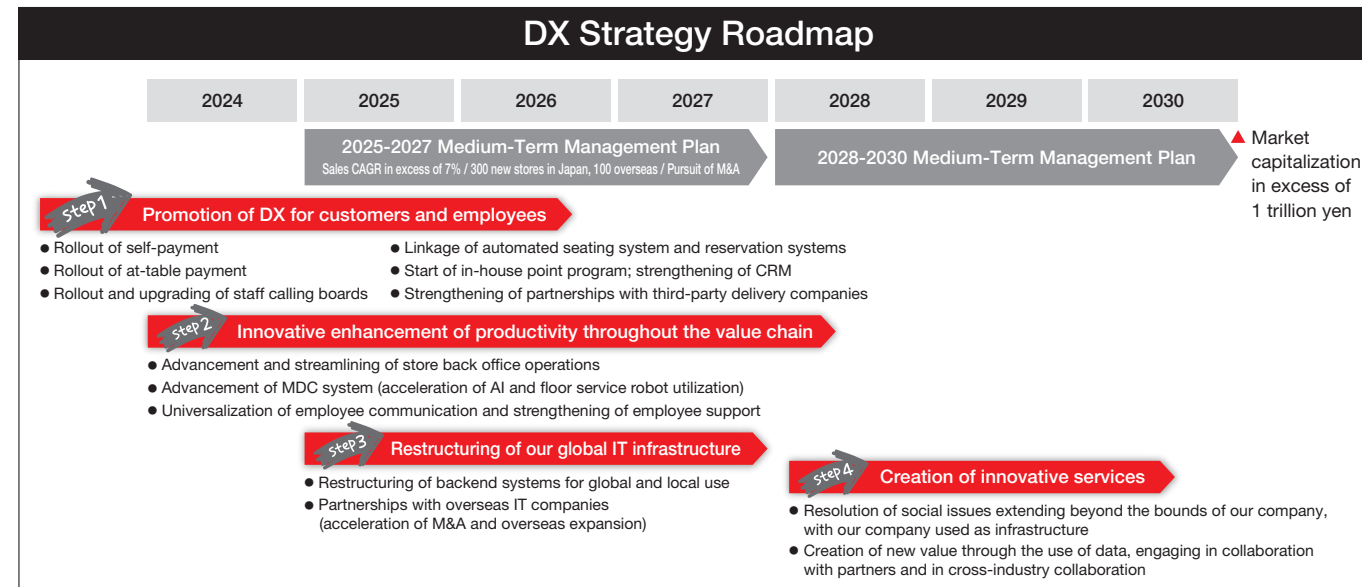


## Basic Axes Promotion of DX

### DX that Maximizes the Capabilities of Diverse Employees



### Improving productivity through a thorough hands-on approach and DX promotion

Our approach to DX creates a positive cycle by which we encourage proactive awareness reform in employees through clear goal-setting from a hands-on problem-solving perspective, and share the resulting success stories. We believe in the importance of building a structure which employees relate to and want to take part in, as opposed to imposing productivity

top-down at the company's convenience.

In our DX, we carry out a cycle of thoroughly identifying problems from a hands-on perspective, then making improvements to DX, systems, and structures, and finally verifying improvements on-site through data analysis-based measurements of efficacy.

### Case study How was Skylark able to effectively introduce 3,000 robots in a year and a half?

Repeated improvement based on data analysis and thorough on-site checking to dramatically improve store management capabilities

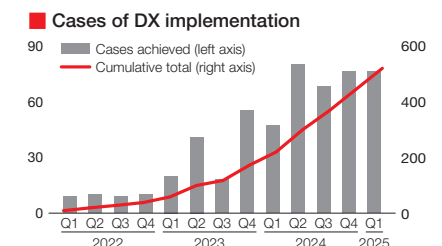


### Company-wide development of DX human resources and support for obtaining qualifications

In 2022, we appointed a dedicated DX personnel in every division. Amid slow progress, in 2023 we changed the initiative's name to the "Problem Improvement Project" and clarified its objectives, with the result of steady growth in cases of DX implementation. We have accumulated over 500 such cases, greatly contributing to improved productivity.

We also conduct generative AI study sessions in-house to visualize utilization rankings. Staff in all divisions, not only the IT Division, are using generative AI in their work to improve productivity.

We also offer support for obtaining IT-related qualifications, motivating staff to enhance their capabilities.



#### Approximately 150 voluntary participants in our in-house Mokumoku study sessions in 2024

**Organizer Yoshie Fujimoto** Leader, Menu System Design Team, Marketing Division

Yoshie Fujimoto leads the development of next-generation DX human resources through activities including in-house DX study sessions. In 2024, she worked to build an in-house training system by which the company supports employees in obtaining DX qualifications. This has even captured the attention of media outlets.

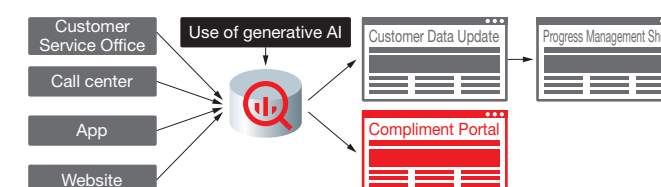
Mokumoku study sessions: 2-3 per month  
Persons obtaining IT qualifications in 2024: 23  
Major qualifications: IT Passport, Fundamental Information Technology Engineer, Applied Information Technology Engineer, Tableau Desktop Specialist, Cloud Digital Leader (Google), Professional Cloud Network Engineer (Google), Professional Google Workspace Administrator (Google), Professional Cloud Engineer (Google), Professional Machine Learning Engineer (Google), Professional Cloud Architect (Google), Professional Cloud Database Engineer (Google)

#### Case study of generative AI utilization

Skylark Group makes active use of generative AI in work streamlining, productivity improvement, and creation of added value.

##### Visualization of customer feedback

We are building a structure that uses generative AI to speedily grasp and share valuable feedback from customers, leading to improvements.



##### Start of kitchen work streamlining testing through AI

Search and summarizing of kitchen food preparation manuals is performed using AI. New and non-Japanese crew members are able to check recipes immediately, streamlining work.

