Initiatives Aimed at Maximizing Income

Priority issues

Technological advances | **Declining labor force**

Expansion and evolution of services	Growth of customer base — Increase in opportunities for customers to use services	Promotion of efforts to reduce labor requirements	Improvement of performance — Increase in efficiency	Improvement of skills and capabilities — Increase in motivation and discipline

❯ Priority strategies

Expansion of monitoring services
❯ Amplify lineup of services that resolve diverse concerns
❯ Drive evolution of monitoring services through use of advanced technologies and collaboration with other companies

📖 P29–P30

Reinforcement of BPO and ICT services
❯ Enlarge data centers
❯ Enhance and expand the sale of services that capitalize on optimal state-of-the art technologies
❯ Leverage data science to create new services

📖 P38–P39

Strengthening of overseas operations
❯ Develop services tailored to local markets
❯ Accelerate growth through M&As

📖 P30–P31

Improvement of productivity
❯ Ensure meticulous cost awareness
❯ Review business processes
❯ Upgrade administrative IT systems

📖 P21

Tri-ion Initiative, employee job satisfaction surveys, application of robotic process automation (RPA)* to operations and others

Efforts to secure human resources with advanced and specialized expertise

Maximization

Per-customer income × **Number of customers** × **Continuation of contracts**

Increase in productivity

Provision of services that exceed customers' expectations
Increase in value provided to customers
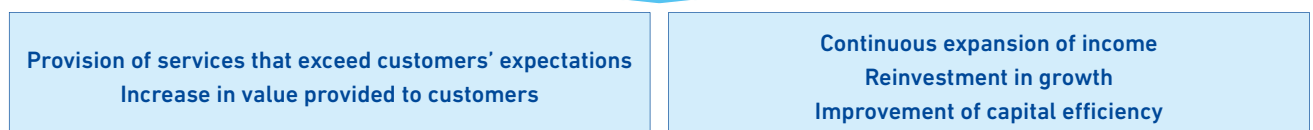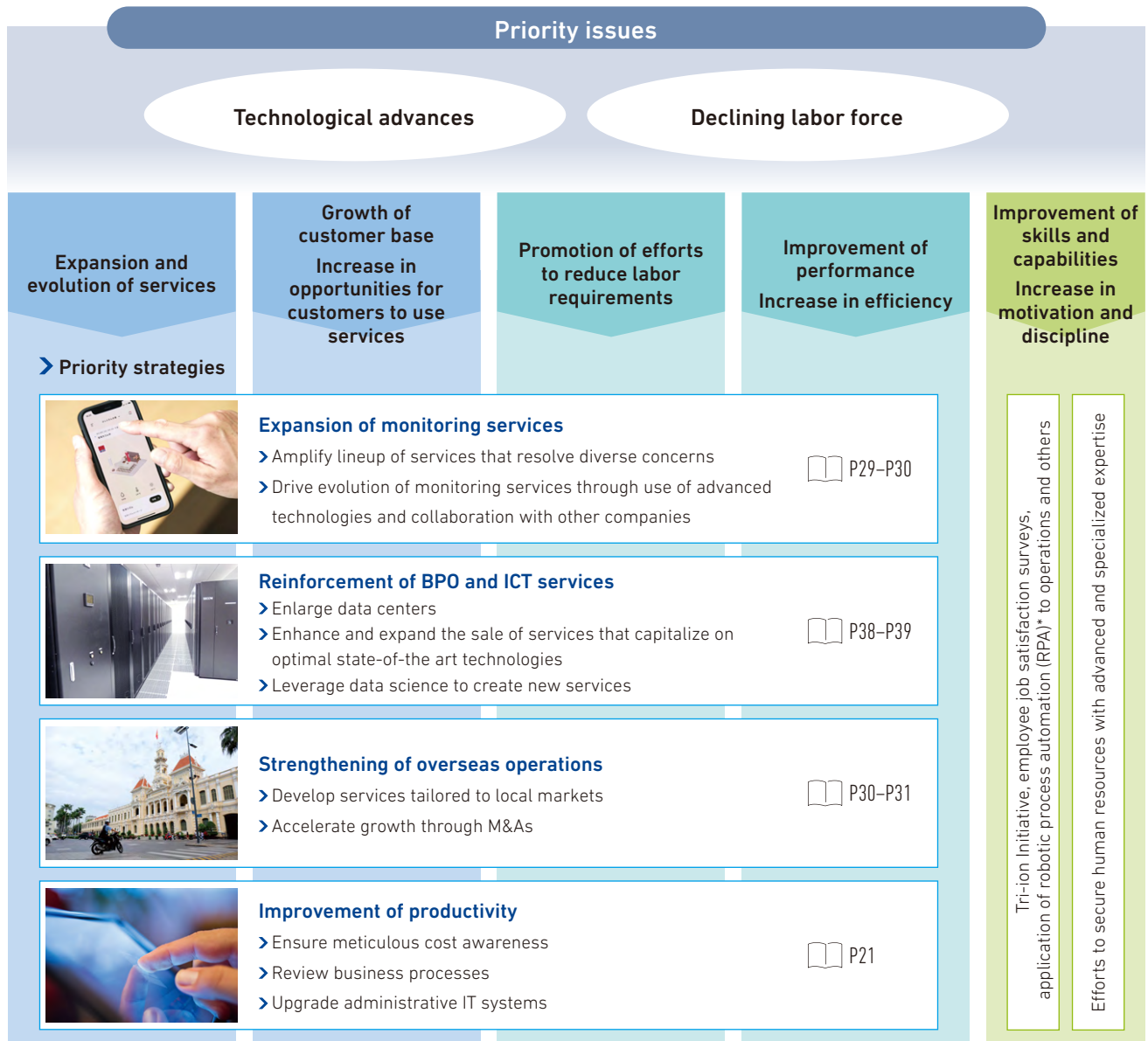
Continuous expansion of income
Reinvestment in growth
Improvement of capital efficiency

*RPA is a form of business process automation technology whereby software robots (bots) perform tasks previously performed by humans, including operating computers.