Calbee Group's DX Roadmap

October 2025

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Enhance profitability: DX strategy -Calbee Group DX-

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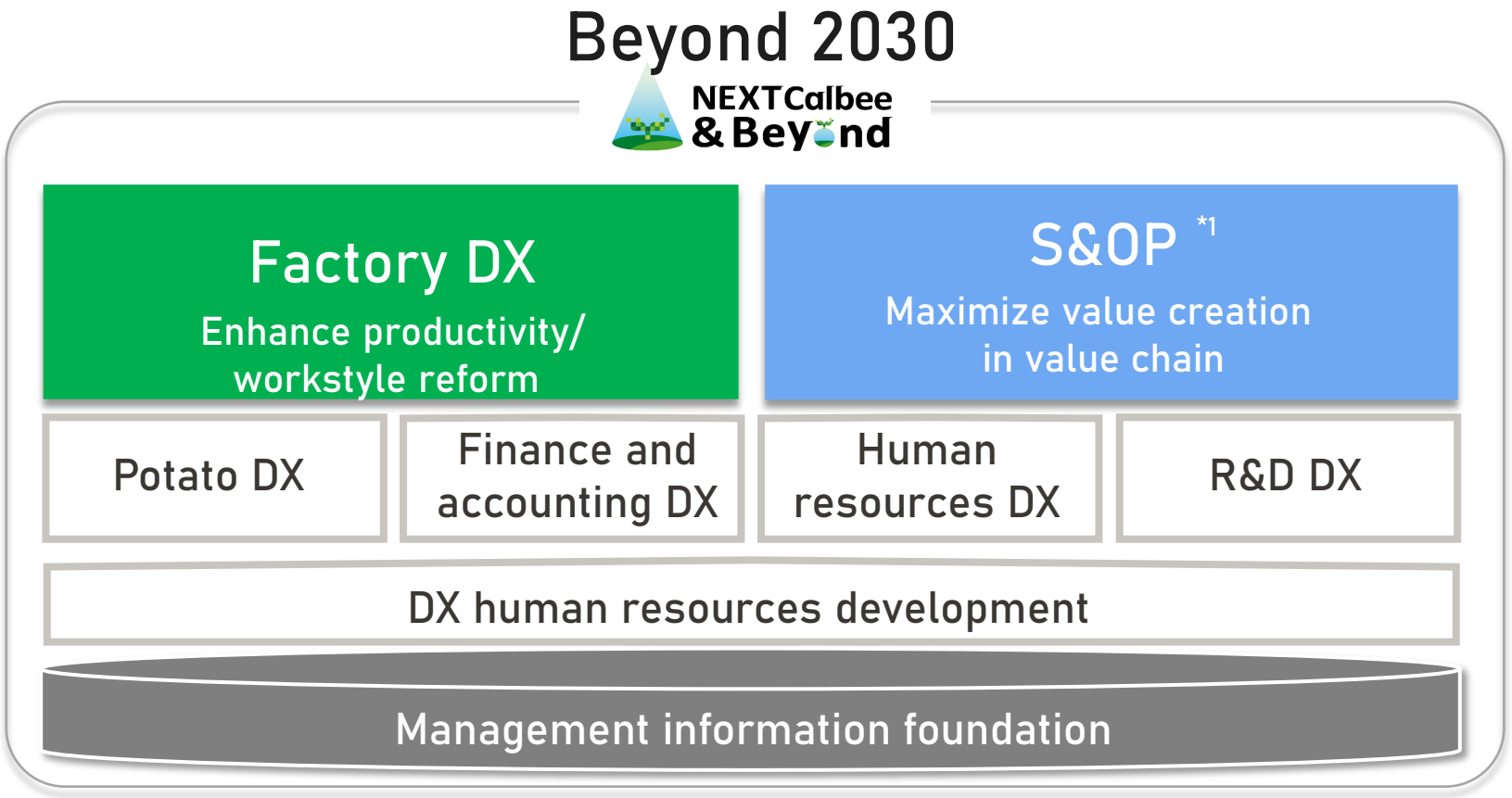
Aiming to be a growing company more than a century since its founding while realizing our corporate philosophy, we are transforming through digitalization/IT

- ✓Respond to changes in the business environment, the progress of digitalization and the accelerating flow of information
- ✓Quickly make use of knowledge gained through digitalizing on-site activities (production, logistics, management, product development, etc.)



*1 S&OP: Sales & Operation Planning

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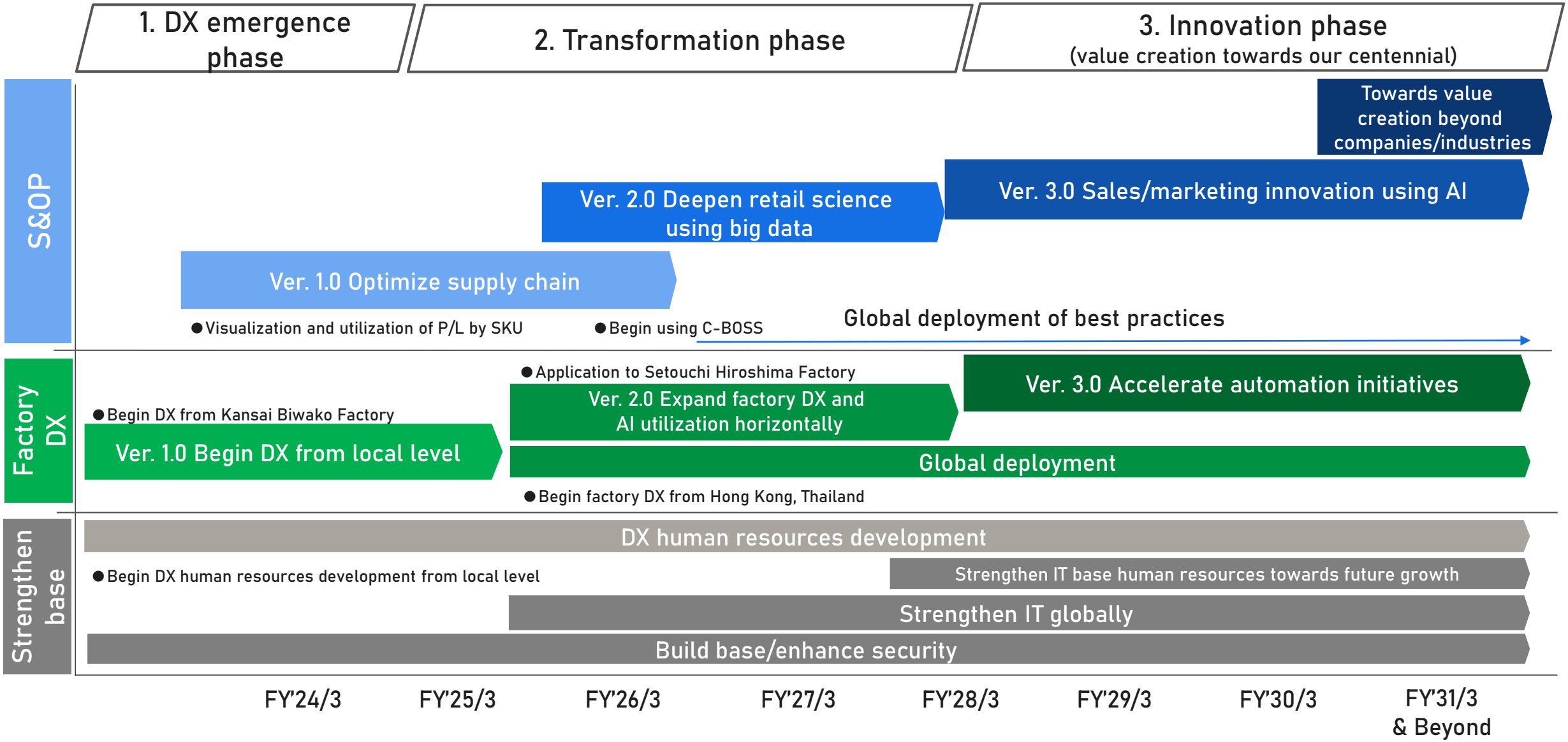
Enhance profitability: DX strategy roadmap to 2030



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Enhance profitability: S&OP

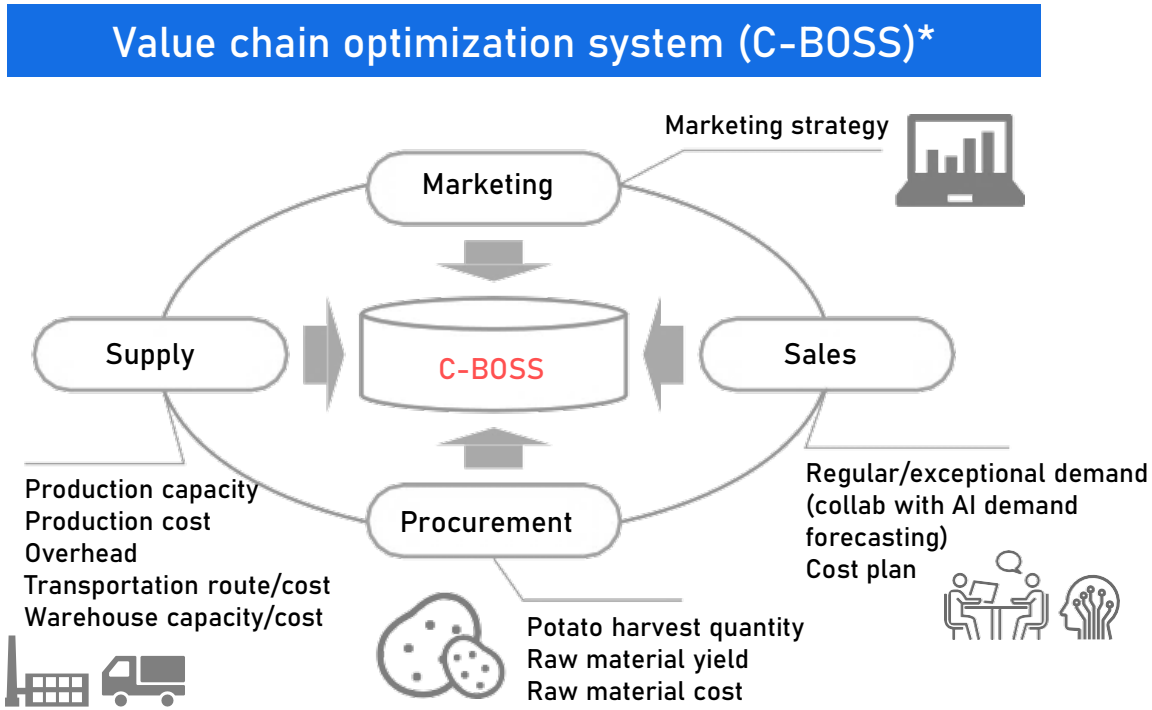
In FY2026/3, realize full-scale use of C-BOSS (procurement-supply supply chain optimization system) to contribute to profit growth

Visualize P/L Activities to improve profit

- Visualize P/L by SKU
- Visualize P/L by customer
- Optimize number of SKUs

Value chain optimization

- Create SCM optimization tools
- Business process flow reform
- Change management



*C-BOSS: Calbee Business Optimization Simulation System

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Information system plan for 2030

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	Management Policy	IT Policy	Main IT Initiatives
Domestic	From quantity to quality	• Stable IT business infrastructure that can be used in 2030 and beyond • Establish a foundation for data utilization to improve operational efficiency (domestic)	IT infrastructure development (including security) as a business foundation, including renewal of aging systems
			Improve efficiency and promote DX (data lake and utilization infrastructure)
Overseas	Exceed 40% of total sales	• Global IT governance based on Calbee's approach (making use of Japanese and local knowledge) • Global data and communication IT infrastructure • Security response	Apps and infrastructure such as data lake and communication infrastructure
			Global Security
			Global IT governance framework and system
New businesses	Account for 10% of total sales •Agri business •Food and health	Smooth and safe implementation and operation leveraging cloud and SaaS	IT support for the rapid launch of new businesses (guidelines and system development)
			IT support for domestic group companies (IT infrastructure and operation systems for the potato and sweet potato businesses)
People are the common denominator		Assign IT personnel to both IT and business departments	Develop IT human resources for DX promotion in collaboration with business units

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Medium- to long term DX vision

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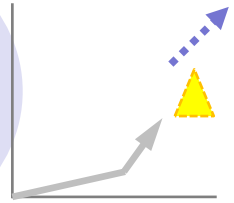
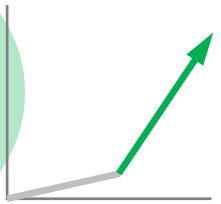
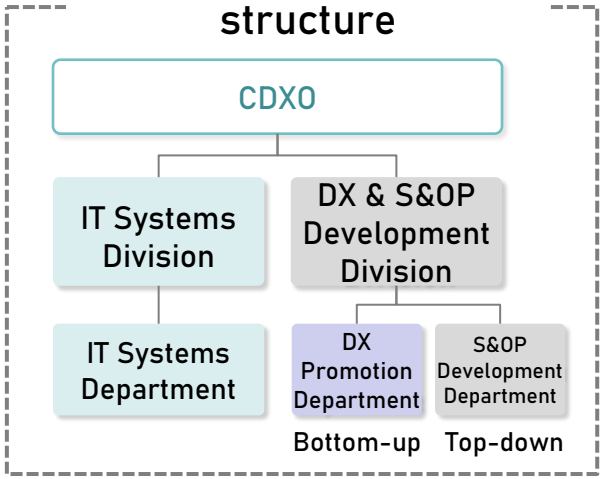
		Innovation / Vision	KPI
S&OP	Plan	Improve efficiency through S&OP combined with DX → Improve revenue efficiency through sales and marketing AI; Transcend corporate and industry boundaries; Joint delivery, shared sales, product development, channel optimization	Dramatic improvement in operating profit per sale; Returns from innovation that exceed linear yield
Factory DX	Plan	Improve efficiency with factory DX → Improve productivity through factory line automation	Dramatic improvement in production per capita
Beyond 2030 medium-term challenges		Continued shortage of human resources	
Information System	Plan	IT infrastructure development and operation → Apply the latest expertise to three focus areas: ①Promoting IT infrastructure expansion and integration (domestic) ②Establishing global IT governance (overseas) ③Developing and operating security infrastructure	Number of measures promoted in the focus areas
Beyond 2030 medium-term challenges		Accelerating pace and level of demands	





organizational structure



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Factory DX (enhance productivity/workstyle reform) standard introduction steps

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Introduction cost

● Direct data acquisition from equipment

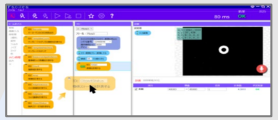
● Online NIR

● Autonomous operation

DataRobot

● Data analysis utilization

● PLC data acquisition



● Image processing

● E-documents

● Temperature visualization

RPA

● Business automation

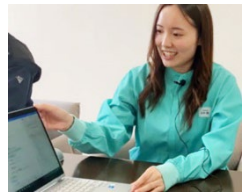
● IoT dashboard

jmp STATISTICAL DISCOVERY

● Data analysis utilization

- ✓ Standardize factory DX introduction steps and clearly indicate expected outcomes
- ✓ Accelerate the introduction of factory DX while developing DX personnel
- ✓ Quantify and visualize the status of DX introduction at each plant as KPIs starting in FY2025

Consider individual introduction steps based on factory requests and requirements



If upgraded, menu items will be added

Difficulty of introduction

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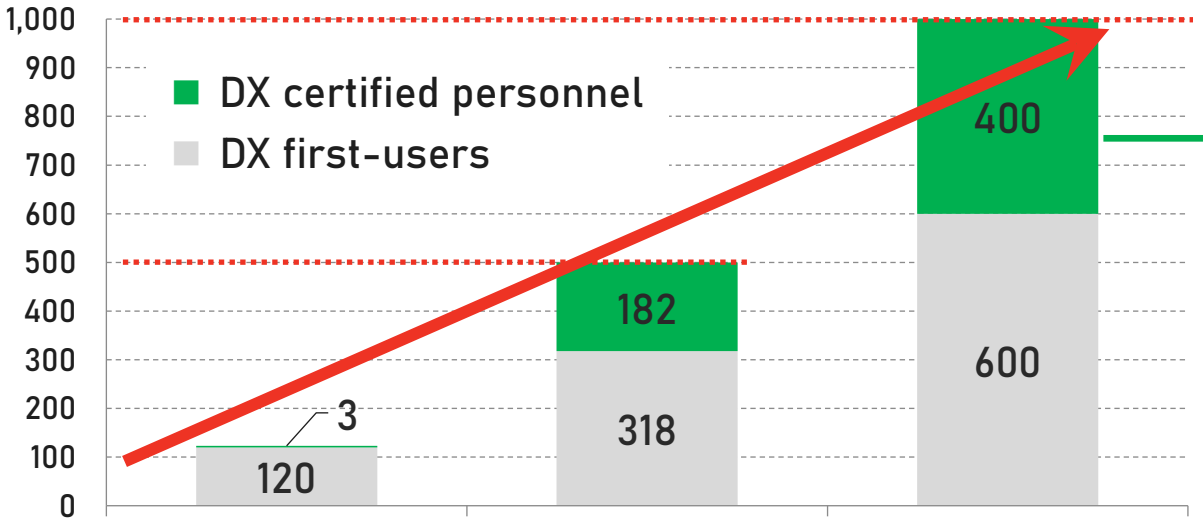
DX personnel development plan for 2030

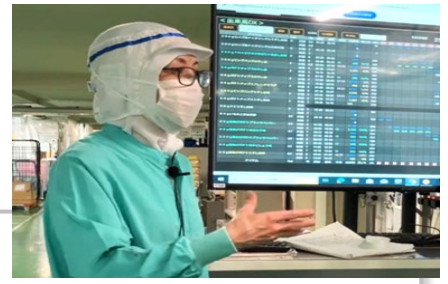
Aiming for 500 DX personnel by FY 2030



123 DX personnel
As of September 2024

500 DX personnel system
(182 certified)

1000 DX personnel system
(400 certified)



DX certified personnel

✓4 categories based on skill level

DX Senior Master	DX Junior Master
Junior Data Scientist	DX Producer

With the aim of advancing factory DX and developing related personnel, "AI Academy" was launched in western Japan in April 2024

Selected members will serve for 2 years ▶Plans to expand to eastern Japan in FY 2025

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