



AI INVESTORS' FORUM | THE ENTERPRISE AI OPPORTUNITY: SCALING INTELLIGENCE ACROSS REGULATED, DIVERSIFIED BUSINESSES

Anoop Sagoo 09:53

While we're doing that, I just wanted everyone to know that we sort of had the coolest entrance coming up here. They took us, like through the gigantic kitchen at the back, which I haven't actually been through before. It was a bit strange. It was a bit like being at a rock concert or something. You come through the kitchen and then straight onto the stage. So, good morning everybody. My name's Anoop. I work for a company called Accenture, and I'm the CEO of Southeast Asia. Been in the company for 33 years, and it's my pleasure this morning to be hosting this panel. I hope you've all had a good few days at Milken. I've had the chance to attend a few different sessions, either as a panelist or just listening, and it's been actually pretty fascinating hearing different perspectives from all around the world, and from many different companies and leaders in different lines of business. And obviously, there's a big thread of AI, which is very good, and we're quite excited about that thread of AI, as you might recognize. And that's actually what we're going to be discussing here this morning with my fellow panelists, who I'll ask them to introduce themselves in a minute. And really the context of the dialogue for the next 40 minutes or so is very much around the execution frame. So, let me try and just sort of frame up a little bit of what we're going to go through, and I'm going to try and keep the dialogue quite simple. Really focused on what are some of the challenges, what really drives success, and if you get AI right, what sort of benefits do you see? But, just to sort of frame up the challenges from a lens here in Southeast Asia, and I'm not sure this is that different around the world, but obviously we're at a period of time now where the level of AI adoption is very high. Our own research here in Asia has shown us that more than 80 percent of organizations are doing something, whether it's a pilot or trying to scale. But, I don't know if you've seen recently, there's more and more articles coming out about the value realization element of it. And, is that really happening? And certainly in our own research, we've seen quite a big difference, particularly here in Southeast Asia, between those that are actually doing something, and actually those that are materializing value. In fact, our research has shown that it's less than 20 percent. And, I noticed the other

day there was another article that was out from another global organization suggesting an even wider gap. So, the question is, why is that? Is it the technology? Is it something to do with, you know, how we're implementing the actual solutions? Is it something to do with how we're building change in the organization? Is there something going wrong with governance? What is it that's really causing this AI execution gap? And, I tend to recently refer to this as a bit of the execution paradox, because there seems to be quite a big difference between doing something and getting something real out of it. So, that's what we're going to discuss. So let's get straight into it. And as I said, I'm going to ask my colleagues to introduce themselves, a bit about their organization. We're very lucky because we've got a fantastically balanced panel here today. So, I think it'll be great to hear some of their perspectives. So, let's get into it. And, Sumer, why don't we start with you and give you a bit of a chance to introduce yourself, talk a little bit about your organization, some of the things that you're doing in AI, and really, what are some of the things that you're seeing as you start to go down that journey?

Sumer Dewan 13:42

Absolutely. So, thank you. Thank you to Milken for having me back, and thanks for joining. My name is Sumer Dewan, and I'm head of the Singapore office for the Norwegian sovereign wealth fund, Norges Bank Investment Management. Now, we are a financial investor. Our uses of AI are, of course, to make money, save money. Penny saved being a penny earned, as you know. So, we have really taken a very AI-forward approach. I know not all of you are in finance, so, I'm going to try and make this something that appeals to all of you. And perhaps if I can share with you our journey and make it something that's relevant for you, maybe you can take away some points for this. How have we got to the stage where AI has become the air that we breathe? That's how relevant it's become for us. So, the way it started was, the first part, our data. Our data had to be cleansed. It had to be collated. It had to be collected. We moved all our operations onto the cloud. And after we had done that and brought everything in-house, then the action began. Then came the process of, how are we going to become AI-native, if you will? So, our CEO, Nicolai, right from the start decided that everyone at every level is going to have access to the absolute top tools that are available. No matter where you are, you will have access to this. And, he created a program of AI ambassadors. I think this should be very instructive for you, because what he did was he sent people to every office to get people up to speed. It started off with, of course, you're asking people to just solve basic questions for you. You're not really doing the work. You're saying, "Can you do this for me?" And people were very patient and kind with this. Over time, it got to the stage where we learned the skills to build things by ourselves. But, I don't think we would have done it without this AI ambassador program. The big question of, where's the data? How do I do this? How do I access this? All of this was solved through this—excuse me—through the AI ambassador program. So, this push came right from the top. So, my advice to anyone here is push from the top, but then as you go through every level, empower people who can come and teach the organization how they do it. So, there's been, in our case, mandatory training for everyone. It is part of everyone's performance review, regular performance reviews. Every group, every team, every office is routinely showing things that they have built. And again, I think, as I will say throughout this, the importance of having this push from the top, I would say almost every group that we have has presented to the CEO, has presented to the C-suite, has shown what they've done. We have leadership that really does walk the floor every day and has shown a real interest in what everyone's doing. So, it's been a very safe space for people to get up to speed. To start with, we were not that focused on unlocking the value. Okay? We didn't start with that. We started kindly, "Let's show you how this is done. Let's give you a chance. Experiment with it." We do have a tinkering culture, I would say. We like to experiment. We like to find new ways of doing things. And that was encouraged. It's only later on that we decided, "Okay. Where's the value? Now show me the dollars saved, the dollars earned." And so, the process is ongoing. We're by no means experts of it, but it has been a very enjoyable process for us.

Anoop Sagoo 17:12

Thanks very much, Sumer. Let's jump over to you, Sam. GIC, very interesting organization. None of us know very much about what GIC does. What sort of things have you been doing? Because I know you're leading the efforts in the organization to drive AI. So, tell us a little bit about what's going on there.

Sam Kim 17:30

Sure. Good morning, everyone, and thank you for having me. Anoop, thank you for the introduction. My name is Sam Kim. I'm the chief operating officer for GIC. I also double hat as the director of our investment insights group, and that's where our center of excellence for AI sits. GIC is the sovereign wealth fund for Singapore, and we are tasked with managing the foreign reserves of the nation. One of the things about AI, we talk about AI and what is AI work. I think one of the things that obviously Sumer alluded to is really the foundational work. What is the underlying work that goes in? And I think often organizations can separate the creativity, the forward-looking, the fancy PoCs that come with AI. But, the real challenge, I think, comes with the hard work that lies underneath it. And so, I guess what I would say is we don't really differentiate the hard slog that needs to be done before AI is truly effective. And that means things that every organization really does at some point struggle with. How is your data cleaned? How is it organized? Permissioning and entitlement. What is your cyber posture around data loss? So, for GIC, given who we are, those issues, obviously security, resilience, safety, are paramount. That being said, as we go on that journey, it is really unleashing the capabilities that can be built on top of the foundations that are built. And, to Sumer's point, I think unleashing that creativity is super important, and so putting the tools into the users' hands. But, we need to do it in a way that is scalable. And, AI that you can't trust is not AI that can scale. And so, we obviously have a big focus on education. We also have AI ambassadors. But also, how do we ensure that we can do this in a safe way so that the governance, the evaluations, the controls are in place so that, as we scale usage, the controls are there so we don't lose sight and that we have total observability into what our AI, the agents, and everything else is doing.

Anoop Sagoo 19:53

Fantastic. And, I think there's some great points there around the foundations. And again, just coming back a little bit closer to home here, I think that's one of the things that I see in the work that we do that a lot of organizations maybe underestimate to get right. Let's keep on going. Kenji-san, Mitsubishi, incredible organization, 150-year history.

Kenji Kobayashi 20:15

Yep.

Anoop Sagoo 20:16

Just keen to get a little bit of your perspective around what's going on in AI in the organization, and what's difficult. Is it the technology? Is it the complexity of the business? Keen to get your perspective on that.

Kenji Kobayashi 20:28

Yep. First of all, thank you for having me, and my pleasure to be here. So, my name is Kenji Kobayashi. I'm from Mitsubishi Corporation. I'm a member of the board and a member of the executive committee of Mitsubishi Corporation. Mitsubishi Corporation is recognized as industrial conglomerate with 150 years' history. We are heavily involved in many industry from natural gas, metal and mining, food supply chain, distribution, and retails. So, I want to talk about the Japanese situation on behalf of other Japanese large corporation, including Mitsubishi.

So, in Japan, the company now have several challenges. But, the challenges is not AI model itself. I think we have four practical challenges at this moment. So, first, we have traditionally heavily relied on external system integrators. So, there are still not enough the people inside the company who can bridge deep business knowledge and understanding with AI and digital expertise. That is one. The second, AI requires experimentations, so, you often cannot define the final solution or the final return at the beginning. So, that can be very difficult in organizations, with complex decision making and also the strong preferences of avoiding the failure. And the third, the many Japanese company are now discovering that real work starts before the model. So, the business processes system and the data are often not sufficiently standardized or integrated. So, the becoming AI ready takes a certain time. And fourth, the final one, the AI is still too often viewed mainly as a cost reduction tool. So, of course, efficiency is important. But, the larger opportunity is to use AI, create a new kind of enterprise value with improving the decision and also the building a new source of growth. So, the issue for the Japanese corporation, probably not only for the Japanese corporation, is not simply whether the company can adapt AI. So, it is whether we can build the talent and also the operating model and ambition needed to turn AI into the business transformation.

Anoop Sagoo 24:04

Fantastic points. I really like your comment about experimental mindset. And, you know, one of the challenges that I see, particularly in corporates where we do a lot of work, is, you know, when you actually get to use this type of technology, you know, a lot of the policies and procedures internally within the organization—the organizational silos can get in the way of doing what you're describing. So, fantastic points. And okay, so, let me head over to last, but absolutely not least, Eve. Firstly, welcome to Singapore. I know this is your first trip here. I hope that you're having a good time. It was lovely to hear that you've managed to try laksa, which I understand you didn't quite like because it was a bit spicy, but thank you for trying it. But, you know, I think it might be interesting for people to learn a little bit more about your organization because a lot of us are probably less familiar. And, you know, you work in a much more regulated environment, and you're working with a lot of mission-critical systems, and I think it might be interesting to hear some of the challenges that you face in doing that work.

Eve Bodnia 25:10

Yeah. So, thank you so much for having me again. I'm very grateful. There's a lot to say about AI adoption, and it seems like based on data and everything mentioned here, AI adoption is not a problem. Like, according to McKinsey stats, 80 percent of the companies use some forms of AI today. However, only 6 percent were able to scale it and make it profitable. So, sounds like people are trying, but something is not working. So, let me tell you what's not working. Before I started this company, I was in academia. I was trying to become a professor. I was there for 15 years in quantum physics, which has a lot of mathematical foundation relevant for intelligence, and this is how I drifted from quantum computers to AI. And, the biggest thing I found is when we say AI, we literally just mean LLM. So, what is LLM? LLM is a language large model. It's one brain for all when all people connecting through the API and trying to force it to do something. And, as a result, there's only one business model with that which doesn't seems to be working for enterprise. The PoCs, also were mentioned here, is easy to pass with this kind of business model. However, then once you try to put it on production, people start asking you like, "Oh, who owns the data? Who owns the results? What's the quality of this data? How do I know that my data is not going to my competitor?" So, you're dealing with a black box, and it becomes an issue. Another issue is what you were mentioned that a big organization, they want to adopt AI, but they don't have enough talent to understand how this technology evolves, how to integrate it, and often when we speak with banks in the US, they don't even have AI team. So, a company like us come in, we're building on-prem small models where the users own their data, they own their results. We work with custom regulatory environments, which specifically for their needs. And, it seems

like it's solving lots of issues, but the business model is different. It's more like Palantir. And, the best example of what would be F1. Everyone is excited about F1, and when you trying to race, you don't go to Tesla or regular store to get a car and try to compete with the drivers. You start working with the companies who building the custom car for you, for your needs, specifically for one purpose. So, in logical intelligence, we're advocating for AI ecosystem of specialized models and diverse architectures. So, LLM is not an enemy. It's just one form of architecture for language-related tasks. It's exceptionally good at emails, giving you summaries, working with your assistants, and so on. But, it's language-related task. It's not the model you put for energy grid control, for drug discovery, for, I don't know, moving a smart contract money from one bank to another. You're not putting this on mission-critical systems either because it's very hard to regulate because LLMs are trying to predict word by word and how do you constrain it? And then, you read on news that some companies were hacked by LLMs and so on. So, this is why. It's just because these models are not meant to be doing mission-critical tasks. So, what's meant to be doing mission-critical tasks is the models called latent reasoning models. Those models are very small, very smart, and very easy to constraint in machine verifiable way.

Eve Bodnia 28:54

So, example of the constraints would be Milken dinners. When you have 500 people and 50 tables and 10 people per table, and there are rules. How do you place people together? There are investors who want to meet certain founders. There are people who want to sit with each other and people who don't want to sit with each other. So, if you give this task to an LLM, it's just not going to solve. It's going to try to find all the knowledge on the internet, and it's trained on all the knowledge from the internet, and it's not going to find a solution because it's unique, and every business has its own unique problem needs to be solved. So, this is what I mean by constraint, but latent reasoning models are these kind of architectures which we're educating about, designed specifically for this kind of combinatorial needs when language is not the foundation, it's not the substrate of your problem. And, that brings us to the discussion of the scalability because, as I said, based on stats, only 6 percent of the companies able to scale their business solutions with AI. And, the scalability comes from regulatory issues, data issues, privacy issues, and so on. But, those smaller models, custom models for you able to solve this.

Sam Kim 30:05

Anoop, can I double-click on that?

Anoop Sagoo 30:07

Go for it.

Sam Kim 30:07

I think Eve makes a great point. I think one of the aspects of education that needs to be done, I think throughout any organization, is that GenAI is probabilistic. It's a stochastic process. For businesses like GIC, where we're in the investment business, there are many situations where you want a deterministic outcome. If I ask about performance or I ask about exposure, I don't want it to get a different answer every time I ask because the model decides it's going to take different pieces of information. So, I think as organizations architect workflows, processes, whatever applications, the LLM is a great interface. But, without the right guardrails, the harness. But, also ability to call tools, whether it's by MCP, APIs, whatever it might be. Knowing that those deterministic tools are available and pointing the models to that is very important. Otherwise, you're going to have investment teams asking questions and getting slightly different answers every time, which, obviously, from an investment process doesn't really work.

Anoop Sagoo 31:14

Yeah. Look, and, I think, to build on those points, I worry a little bit about the development of context because, again, looking at it from sort of corporate enterprise perspective, when you actually start to try and do these types of implementations, you realize the codification of policies and procedures within the organization, it's not so straightforward. So, a lot of the policies and procedures are designed for human-to-human interaction, and frankly, there's ambiguity. And, the ambiguity means it's not good in an AI context, back to your comment. And so, when you actually start doing the work, you start to realize that actually, you know, what's written in the policies and procedures and the structure of how organization, it's not good enough, and too much is still sitting in tacit knowledge in people's heads. So, I think there's a lot of things here around the diverse architecture that you mentioned, you know, designing for the workflows, getting the context right, that I think is very important. So, that maybe rounds out some of the complexities that we're seeing, and I think some fantastic points there from everybody. Let's just start flipping over to what makes it work. And Sumer, maybe we could start with you again, just maybe giving us some examples of where you've seen this work in your organization.

Sumer Dewan 32:38

Absolutely. So, again, I understand not all of you are in the financial space, so, I want to try and keep this as broad as I can. But, in our case, let's just take our trading business, for example. Trading is where the firm meets the market, so, obviously, there's a lot of money that transacts in that process. So, we can actually measure what we're doing there because it's very hard sometimes to quantify, oh, how much is this saving us? How much is this earning us? I can tell you in trading, using the technologies that we have, using AI, again, starting with the fact that we got all our data together, we've been able to save what is in the hundreds of millions of dollars. It's a large organization, so, of course, these numbers would apply to someone like us. They might be much smaller for somebody else. But, by trading smarter, by trading less in many cases, by anticipating what our needs would be, we're able to save quite a lot that we can actually measure specifically to trading. In the rest of the organization, given that we have all this data, we can profile our traders, our portfolio managers. We can have a look at what causes a persistence of skill, what causes lack of skill. What can I say if I have all your data, every investment decision you've ever made? What can I glean from that? What can I learn from that, and how can I apply that to make more money or certainly not lose money? So, what I would say is the savings are real, the earnings are real. Even if you can't just put the number as I can for trading, you should still be able to go back and look at the data and say, well, there have to be areas where you've got this right, where you've got it wrong. If I can profile you, talk to you, create a system which we have where we will go over your data, so to speak. We have various behavioral analytical tools. We call it a scorecard. We call it the investment simulator. We use these tools to help you become a better investor. So, there is an actual P&L behind this.

Anoop Sagoo 34:33

And, I think what's interesting in your sector is obviously you all have been using mathematical models and all those things for many, many years, right? So, it's sort of interesting to hear how the sophistication increases now that you've got access to this technology. Kenji-san, one thing, just back to you for a second that is interesting. Again, with a business that's got so many different business lines, right, how does it work in the enterprise? What is running at the enterprise, and how do you deploy AI in a way that gives the business a little bit more freedom to do what they need to do, given the fact that you've got over 10 businesses in many different industries?

Kenji Kobayashi 35:15

Yeah. That is actually one of the most interesting, the challenges and agenda for the Mitsubishi Corporation as a conglomerate. So, the company like Mitsubishi Corp, AI is not only technology issues. It is more like organizational agenda. So, now we have seven, the business group, not 10, actually. We just reorganized a little bit. But, as I mentioned, that we have many different businesses from natural gas, the metal and mining, and retail and the supply chain distributions. So, each businesses does not use the same data. Also, does not make the decision in the same way. So, trying to host one AI solution across the company, across the business segment would not be very effective. So, our approach is to centralize the things that should be common, such as governance, security, or platform, and the reusable capability within the organization. So, the people closest to the businesses need to define the problem. So, judge whether the output is useful and they'll remain the responsible for the decision. But, technology should adapt to the workflow, not the other way around. So, what is especially interesting for us is the opportunity to connect expertise across the businesses. So, Mitsubishi Corporation, that, how can I say it by English? So, tacit or implicit knowledge, in many industry with the 150 years' history. But, historically, that tacit—the implicit—knowledge has not been always shared or captured in each business segment quickly. So, AI might be able to help us capture and share such a tacit knowledge much more effectively. So, the balance we are looking for is enterprise scale with local ownership. So, that is not entirely new for us, so during our history. So, it is similar to how we have managed our diversified business portfolio for many years. But, as I mentioned, AI enhance our capability to manage such a diversified portfolio, and if we can turn our implicit knowledge and capability into the more effective one, knowledge can be shared with each business groups. I believe the conglomerate can create such a kind of a conglomerate value rather than the conglomerate discount.

Anoop Sagoo 39:15

Yeah. Interesting. Almost, it'll help you enhance the value of the conglomerate in a sense. Eve, just over to you. When people talk about AI, they also talk about trust a lot. So, I'm just intrigued to get a little bit of your perspective on, how do you build trust in an AI output? What's your view on that?

Eve Bodnia 39:36

So, before I answer your question, I want to give historical note on how definition of AI has been evolving. Like 10 years ago, when we were saying AI, it was literally just neural networks, and which eventually became models or frontier models, or LLMs. And, five years ago, people start talking about agents. So, it seems like models became the foundations, but agents is something which sitting on top of different models and able to orchestrate it. So, this is your orchestration layer, let's say. And, right now, AI is a mix of all of it, and it's not just an LLM, so, it's going to be different architectures, so some of them language-related, some of them non-language-related, mathematical related, and so on. So, you're dealing with different kinds of specialized models, either on-prem or using API, and you're dealing with orchestration layer on top. So, those should be seen as just the pieces of a big puzzle, and when you come to industry, you should ask the question, like what the problem I can solve for you. They tell you the problem, and then you organize these pieces specifically for the need of the business following all the rules and regulations. So, when it comes to trust, the trust comes from few things. As Sam has been mentioning, you need to be able to reproduce the same result. This is how you scale it. So, if you give result today one and tomorrow something else, like how are you going to scale it? And as an organization, we want to grow. So, reliability, reproducibility, the main features, but also transparency is another feature. So, companies like us want to make sure that the models we integrate in businesses, its—they handle all the data. We're not using the whole internet to train it for you. We working specifically with your custom data for your custom needs, and that gives you transparency. You understand exactly what went to the model you're going to be using. You understand exactly how it behaves. And, then, we move into constraints. So, the constraints, to ensure that the models behave under constraints, we could do it in a machine-verifiable way. Like if you're dealing, for example, we working with a

material discovery company. They one of the largest companies producing a material to emit light. So, they sell it to Apple to create screens for your phones. There's a lot of chemistry constraints out there, and LLMs cannot solve it. Traditional simulations tools cannot solve it. They were solving it for some period of time, like the company's 20 years old or more. And, right now, they're like, I want to scale. So, the way you scale it, you need to automate the whole pipeline, but in a scalable way, ensuring all the constraints and trust. So, we figure out that energy-based models works for them. So, the same models works for drug discovery companies. So, that sort of gives you an idea of how we think about trust and what's the most important ingredients for those businesses.

Anoop Sagoo 42:33

And, I think, this point around consistency, transparency, and all of those other elements, I think, are absolutely critical to building the frame around trust. I think what's a little bit complicated, again, just thinking through what's happening within corporate enterprise. Unfortunately, we've got a lot of doomsday talk around the technology, and I think, lower down in the enterprises, I think, that creates quite a bit of fear in adoption, which I think is another thing that we've got to rise above. Let's flip over now, just in the interest of time, to talk a little bit about what changes in the organization. I'm going to jump over to Sam first, and really just interested, Sam, to hear about, you know, how do you see accountability and human judgment getting embedded into AI? We talk a lot about human being in the control. We say in our organization, human in the lead. Just wanted to get your perspective on that.

Sam Kim 43:29

Yeah. I think different organizations are going to make different choices on where accountability sits. You can easily imagine certain businesses where fully autonomous agents are interacting and making decisions. For GIC as an investment firm, we firmly believe that investment decisions and accountability—I don't think you can separate the two—really reside with the human at the end of the day, and that judgment has to be—the AI can help you with the analysis. Obviously, you are responsible as an investor in ensuring that the results that the AI gives you make sense. But, ultimately for us, our philosophy, our design is that investment decisions sit with the human. Now, I think there's multiple layers of judgment. So, when we think about judgment, we often think about, well, the judgment of the final decision. For investments, it could be a buy-sell. For different businesses, it could be some other decision. But ultimately, it's gathering all the analysis, what is the decision-maker going to do? But, I think in a world where compute intelligence analysis becomes more and more available and cheaper and cheaper, and the amount of analysis and work that you can do around knowledge work expands. There's a much earlier decision point where judgment is needed. It's what do you actually decide to do? Right? When you can do potentially an infinite amount of research, an infinite number of tasks, when agents can spawn agents to do a lot of things, I think that judgment of what are things that I should pursue, but more importantly, what are things I should not pursue? And, at different layers that's different, and especially with our more junior folks, where now we're giving them these incredibly powerful tools and they can go off and research and kind of test and do back tests and do a lot of things. That judgment of what are things that are useful, that have higher likelihood of producing results that I can use or my more senior experienced investors can use, I think that's another layer of judgment. And, when things become—it's like any kind of demand curve, right? When things become fairly cheap, the demand just keeps growing. And so, how do we curb our own instinct of just consuming more and more and become a lot more refined in our judgment of what not to do? I think that's where it's still TBD, because I think we're still early in this day and age. But, from a final judgment, for us, it's always going to be that that investment decision will sit with the human.

Anoop Sagoo 46:07

It's a fantastic point. It's a bit like when you go to one of those Sunday lunches here in Singapore, and you go to the buffet, and what do you not eat is the question that you're often asking yourself. So, the abundance mindset, I think you're right—

Sam Kim 46:23

I think that's the first time someone took my answer and compared it to a Sunday buffet.

[Laughter]

Anoop Sagoo 46:26

Okay. Well, I was just trying to introduce a little bit of humor into the—but it was a good answer. But, I do think it's important because, I think, we have to channel how it's being used, because there is a bit of a risk that you can take the wrong information and use it. So, right. Sumer, just one thing I'm interested in is you talked a lot about the benefits that you're seeing in the trading bond. How is this changing how you are performance managing your people? Because I guess it's going to be a bit different now, but I'm interested, what sort of changes are you seeing in how you manage the people?

Sumer Dewan 47:00

Sure. Sure, and in interest of time, I'll try and be quick. So, look, we're all struggling with this. What I will say is if we have decided that the first few levels, the grunt work, if you will, can be done by the AI, as we hire people, we want to quickly get them into a stage where they can make informed decisions. We want to get to a stage where you are capable of judgment. And, how do we do that? Because judgment comes from experience. So, one idea that I'm toying with, and I think is working in the era we have it now, is the best way to get you to become experienced is to give you responsibility early. Our business, probably like many of our audience, there's osmosis, internship, mentorship. This is how this works. So, the best way is when you hire people, promote early, give responsibility early, build together, and that way you're moving away from necessarily managing someone to actually creating a team. See, people are going to support a culture that they help build. So, if you can, right through every step of this process, you provide the tools, you pair people together. Not only do you have small units that can move really fast—and that's important to us, speed is extremely important to us, and AI is really helping us move fast. But, you also solve for this problem in many organizations, where layers at the top may have all the decision-making, not the information. Layers at the bottom may have the information, inability to decide. But, when you bring these together and you give this responsibility early on, I think this is how management is going to go.

Anoop Sagoo 48:29

Yeah. And I think there's still a lot to learn, isn't there, about how we change our performance management processes for it to be relevant? I'm going to jump, Kenji-san, back over to you, probably for the final point, and it's really just to sort of understand, again, given the expansive nature of the business that you've got, you have to answer to a lot of different people, investors, regulators, public. Given the work that you're now doing in AI, what sort of things are you hearing from them? Are you having to answer different questions? Because, of course, everyone, I'm sure, is asking.

Kenji Kobayashi 49:04

So, historically, the company, like Mitsubishi Corp, so, mainly had to explain just outcomes. But, recently, the stakeholder start asking us how the decision was reached and what role AI played. So, investor will want to know whether AI is genuinely improving decision quality and also the economics rather than simply the increased activity. But, of course, we do not need to explain any technical detail of every model, but, for the material decision, the company should be able to explain what AI did and why it was considered reliable enough for that purpose. What our employees and management review took place, or—and who had authority to decide. So, I think that increasingly, then the stakeholder start asking us. But, on accountability itself, my view is very straightforward and simple. AI can just assist the decision, so recommend a decision, and, in some cases, automate part of the process. But, accountability itself cannot be outsourced to the AI. So, the responsibility remains with our management. And, the company, in that sense, the more powerful AI require the stronger the leadership and the management, not less. So, I think the management responsibility is getting increased based on the AI using.

Anoop Sagoo 51:13

Yeah. And, I think, particularly, for example, in your business, given the global nature of what you do, the change in the regulations and the evolution around the world, adds another level of complexity, I think, in how you do things. Right, well, I can see the red light of death flashing. I know it looks like it's been very calm, but the ticker makes you panic, actually. I just wanted to let you know when it starts going down. So, unfortunately, we're out of time. Let's have a round of applause for our fantastic panel. Really great insights. Thank you very much. And, hopefully, all of you will enjoy the rest of the day today. And, for those that are staying for the weekend, please enjoy the F1. It's a little bit hazy outside, so, just be careful. Right. Thanks very much.

[Music plays]

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