



Our desired future

Formulation of a long-term vision

In 2018, we formulated our long-term vision — the desired future of the Group as a whole. Before that, the medium-term management plan had been our longest-term goal, which meant that our focus had been on achieving results that were better than before. Amid major changes in the business environment, we needed to transform and evolve from a longer-term perspective. How should we change and evolve? Our direction was defined in the long-term vision.

Changes after the formulation of the long-term vision

The thing that changed most greatly following the formulation of the long-term vision is the awareness of employees involved in development and services. Regarding newly developed products and services, employees have started discussing issues and making decisions on site from the viewpoint of the future that lies ahead of the products and services and whether the products and services can contribute to the future we desire.

Of course, this does not apply to everything because we have a track record of successful experiences. However, we have steadily come to think from a long-term perspective.

All of our strategies exist for achieving the vision

We established some strategies in our medium-term management plan, including business strategies, human resource strategies and sustainability strategies. The purposes of all of the strategies are to achieve the long-term vision. While the timelines of the strategies differ, all of them are aimed at achieving our vision, becoming a Global Power Solution Partner. Although we are only halfway there, we will make Group-wide efforts to achieve the long-term vision.

Evolving from a contractor to a partner — with the world being our stage

We have identified four specific elements of this vision. They are solutions, globalization, technologies and trust. The first two elements, solutions and globalization, represent the desired direction of our business. This means that they are our ambitions and potential as of 2018. We have been growing gradually by taking on customers' problems, fulfilling their requests and exceeding their expectations. In a way, these are our strengths. However, if we do not change, we will reach our limits someday.

We would like to be more independently minded, build our own brand, and become a reliable partner for global customers. This is what we thought. To make this a reality, the remaining two elements, technologies and trust, are necessary. We will hone our proprietary technologies and compete on the world stage. We will earn trust using our sincerity and quality to ensure that customers continuously select us. These two elements are necessary for us to be a true partner.



Our Vision

Continuing to be a partner that listens to customers and

Global Power

meets their expectations in the provision of solutions

Solution Partner

4 specific elements that we aim to obtain in the long term

Technology

We will have world-leading technologies related to power electronics, which have been our strength since our founding.

We are a company that has technology at its core. We will continue to hone our unique technologies, aiming to be a corporate group with world-leading technologies in the field of power electronics.

Solution

Capitalizing on power electronics technologies, we will thoroughly identify customers' problems and resolve them.

We have been developing by solving the challenges presented to us by customers using our technologies. Moving forward, we will not only address the challenges given to us by customers but also delve deeper into their problems to evolve into their partner.

Global

Taking a global perspective, we will operate our business on a wholly global scale.

To date, we have operated businesses mainly in Japan. Moving forward, we will turn our attention to the world and aim to be a corporate group that solves social issues by providing technologies and services from a global perspective on a global scale.

Trust

We will earn the unrivaled trust of society for our quality and sincerity.

We attach importance to sincerity and quality. Based on these two elements, we aim to be a corporate group that is trusted by society as a whole, including our customers.