# Overview of the medium-term management plan

# Medium-term management plan (2024 to 2026)

The CF26 medium-term management plan started in FY2024 with a slogan of "Create the Future." This phrase embodies our will to open a better future with technologies and creativity in accordance with our purpose, which reads, "Moving society forward with power electronics and creativity." P02

As Global Power Solution Partner, we aim to help solve electric power issues around the world and to create a sustainable society. The CF26 takes the initial step towards this goal. Under this plan, we focus on growing markets, carry out value creation management and address social issues in a bid for what we aspire to be in FY2033.

**Numerical targets** 

(billion yen)

Logic tree for enhancing corporate value

	FY2024		FY2025	FY2026
	Medium-term management plan	Result	Results forecast	Medium-term management plan
Net sales	28.8	25.44	27.7	33.0
Operating profit	1.4	1.07	1.2	2.2
Ordinary profit	1.4	1.18	1.2	2.2
Profit attributable to owners of parent	0.9	0.5	0.84	1.5
Return On Equity (ROE) (%)	0.41	0.21	0.34	0.62

#### **Basic policy**

The CF26 period is positioned as three years of managerial reforms to become the Global Power Solution Partner to achieve a return on equity (ROE) of 10% or higher. We aim to achieve the growth of our business and the improvement of profitability through strategic investments and investments in intangible

#### Strategy of each segment P19

- Development of products which will contribute to
- · Contributing to energy conservation and the stable supply of power with high-performance devices
- Providing solutions that enhance customers' added

## Sustainability strategy P25

- Reduction of the environmental impact of production activities
- Creating a vibrant climate aiming to be a self-driven
- Enhancing business continuity management (BCM)

### Financial strategy P33

- . Fully using invested capital aiming for an ROE that exceeds the cost of shareholders' equity
- Improving profitability and invested capital turnover to improve return on assets (ROA)
- Enhancing shareholder returns

#### Corporate governance P35

• Ensuring diversity in the Board of Directors

Operating profit

Ordinary profit

ROF

ROA

 Stepping up IR activities (enhancing information) disclosure and the disclosure of information in Enalish)

FY2024 result

25,440 million yen

1.180 million ven

1,508 million yen

Medium-term management plan basic policy Key measures Expanding the lineup of SiC products and developing new Semiconductor business Contributing to energy conservation and the stable supply of power with high-performance devices Promoting statistical process control

Enhancing corporate value Investing in intangible assets and reducing the cost of capital

**Business growth** 

Consolidating our position in the energy management field leveraging our system stabilization technologies

Power supply business

Sustainability strategy Reducing our environmental impact and creating a vibrant culture

Financial strategy

Fully using invested capital to improve ROE to a level above the cost of capital

Focusing efforts on sales in the infrastructure market

Promoting sales of carbon neutrality-related products Promoting sales of power supplies for surface treatment with a focus on Asia

Developing new markets using small power supplies Improving quality, cost, and delivery (QCD) by promoting standardization

Collaborating with capital and business alliance partners

Reducing CO<sub>2</sub> emissions Revising the personnel system and developing human

Improving business efficiency by utilizing data and

Improving return on assets (ROA) based on the consolidated operating profit ratio Investing in intangible assets such as human capital and

8.624<sub>t-co.</sub> CO<sub>2</sub> emissions

(based on the consolidated

operating profit ratio)

Research and

Education and training expenses

expenses

from the FY2013 level 40.2% decrease