

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)

	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 assets.

Strategy of each segment [P19](#)

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

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

Sustainability strategy [P25](#)

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

Corporate governance [P35](#)

- Ensuring diversity in the Board of Directors
- Stepping up IR activities (enhancing information disclosure and the disclosure of information in English)

Logic tree for enhancing corporate value

