Message from an Outside Director



Independent Outside Director
Chairman of the Nomination and Compensation Committee

Koichi Ina

He served as Senior Managing Director and Chief Officer of the Strategic Production Planning Group at Toyota Motor Corporation, Chief Officer of the Manufacturing Group at the same company, and Representative Director and President of DAIHATSU MOTOR CO., LTD. before becoming a Director of our company in 2019.

Sharpening Our Distinctive Strengths and Paving the Way for Growth

The Sansha Electric Manufacturing Group is currently facing a very challenging business environment. Under the “CF26” Medium-term Management Plan, which began in FY2024, we have yet to fully achieve the results we had planned at this stage, and the Semiconductor Business has posted losses for two consecutive fiscal years.

At the same time, as AI rapidly becomes more widespread and electricity demand increases globally, this change also represents a significant business opportunity for the Group, as President Yamauchi has stated. To firmly capture this opportunity, it is important that we create highly distinctive products that make customers say, “That’s Sansha Electric.” To achieve this, I believe we need to concentrate our management resources on priority areas—taking what might be called a “single-point breakthrough” approach—to create even one product that attracts strong customer interest and bring it to market ahead of our competitors.

We hold briefing meetings on a planned basis. By making use of these meetings to engage in open and vigorous discussions on the development status and challenges of priority products, as well as their development processes, I hope we can accelerate decision-making and business execution. President Yamauchi and the rest of the management team are strongly driving this initiative, and as an Outside Director, I will also do my utmost to contribute to its realization.

The Nomination and Compensation Committee also requires a high degree of fairness, independence, and confidentiality. As Chair of the Committee, I will place the utmost importance on fair and impartial deliberations and strive to ensure effective committee management by building a framework in which individual efforts and achievements are appropriately recognized, thereby encouraging each employee to take on new challenges and revitalizing the organization as a whole.



Independent Outside Director
Member of the Nomination and Compensation Committee

Eriko Nashioka

She has extensive knowledge of finance and accounting as a certified public accountant, as well as deep expertise in sustainability. She served as an Outside Audit & Supervisory Board Member of our company from 2020 before becoming an Outside Director in 2024.

Advancing Sustainability Management to Enhance Long-term Corporate Value

The Sansha Electric Manufacturing Group contributes to solving social issues through businesses centered on power electronics technologies. To ensure that this strength leads to the enhancement of corporate value over the medium to long term, it is essential to further advance sustainability management. In particular, I believe it is important for the Board of Directors to continue clearly articulating a long-term value creation story that integrates our Purpose with the Medium-term Management Plan and brings together technology development, human capital strategy, and financial strategy.

From a human capital perspective, as competition for technical talent intensifies, I believe that developing people who combine technical expertise with a management perspective and can discuss technology from a strategic standpoint will be a source of corporate value. In addition, flexible working arrangements, such as reduced working hours and working from home, require the automation of business processes through the use of AI as part of our digital transformation (DX), together with management reform. It is important to continue enhancing the quality of human capital investment and translating it into higher productivity.

From a governance perspective, integrated risk management that treats non-financial risks with the same importance as financial risks is essential. Areas such as the supply chain, human rights, and climate change are closely linked to business strategy and should be continuously monitored by the Board of Directors. I also believe that the reduction in CO_2 emissions achieved through the use of our products represents “customer value,” and that quantitatively demonstrating this as social value created through our business will help strengthen our competitiveness.

As an Outside Director, I will raise issues with management that cut across the three areas of technology, human capital, and governance from the perspective of enhancing long-term corporate value. By encouraging constructive discussion, I will support management in driving the Group’s sustainable growth.