



***Medium-Term
Management Plan***



NEW GROWTH

I.

Change in external environment surrounding management

II.

Direction of Medium-to-Long-Term Management

III.

Basic Philosophy of Medium-Term Management Plan

① Strengthening Vehicle-mounted Antenna Business

② Creating New Value, Creating New Customers

③ Strengthening Basic Foundation of Our Organization for Further Growth

I. Change in external environment surrounding management

Connectivity



- Diversification of vehicle-mounted communications
- Installation of 5G on-board

Self-driving



Prevalence of automatic driving

Car Sharing



From ownership to sharing
(Change in value of the car)

II. Direction of Medium-to-Long-Term Management



The form we aim to take

We strive to be the top company in vehicle-mounted antennas.

Additionally, we will take on the challenge of broadening the scope of our business, aiming to become a company with high growth, profitability and safety.

Organizational culture

In order to be a company that can respond to changes, we value the spirit of taking on challenges, and will conduct speedy business operations focusing on commitment.

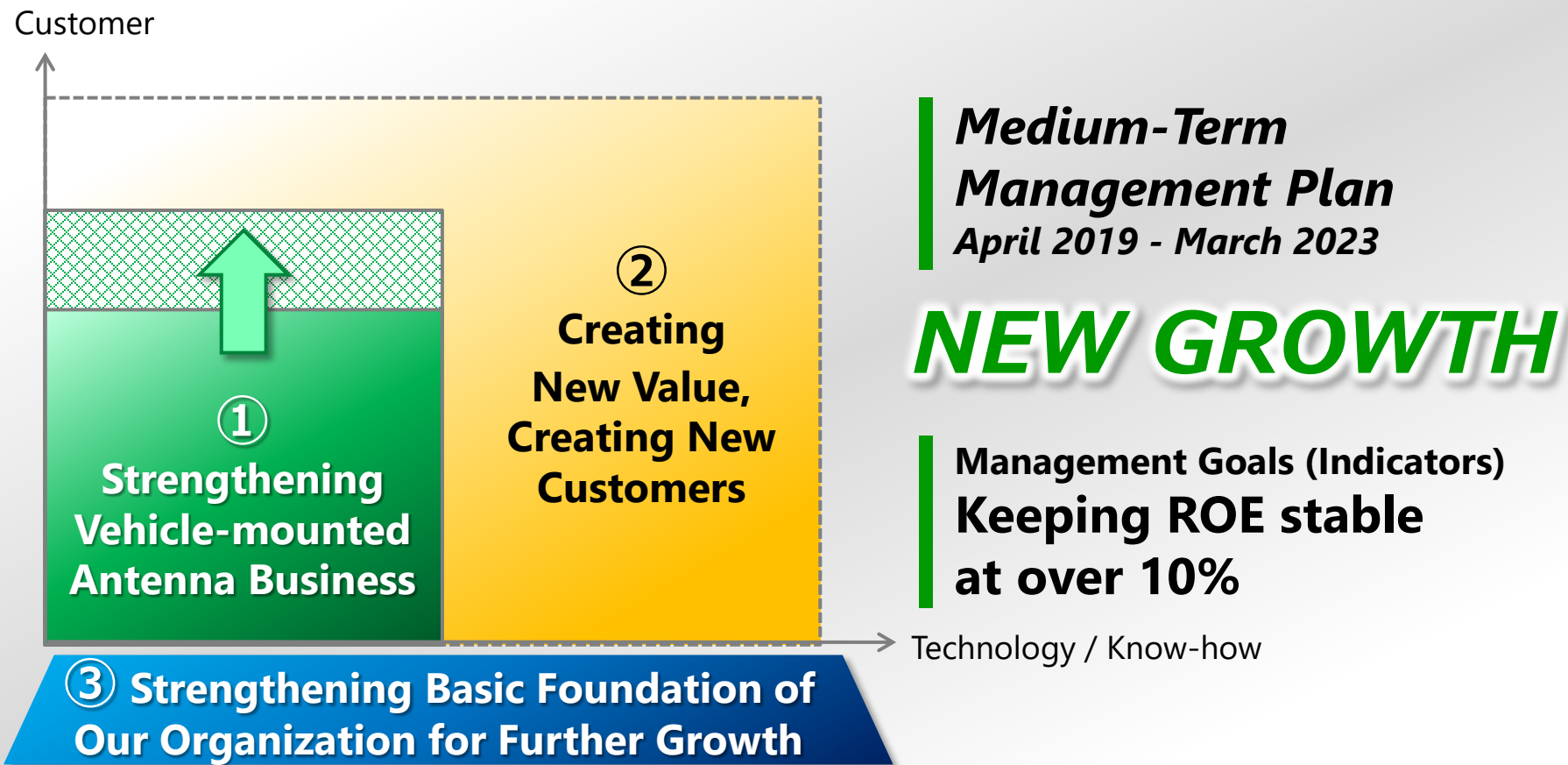
Basic
Strategy



Taking up the Challenge
of New Growth

Contribute to the prosperous connected car-life

III. Basic Philosophy of Medium-Term Management Plan



III. ① Strengthening Vehicle-mounted Antenna Business: Overview

Strengthening vehicle-mounted antenna business

4

Sedulous challenge for expanding shares

Source for strengthening the existing business

1

Strengthening of product development leading the advanced communication i.e. 5G.

2

Advancement of manufacturing looking ahead of autonomous driving era.

3

Additional evolution of cost structure reform

III. ① Strengthening Vehicle-mounted Antenna Business: 1/4



Strengthening of product development leading the advanced communication i.e. 5G.

Promotion of development with innovative solutions

- Development of new technologies that anticipating the potential demand for 5G
- Acceleration of open innovation including fields other than vehicle-mounting business

Optimization of global development

- Promotion of cross-regional development

III. ① Strengthening Vehicle-mounted Antenna Business: 2/4



2

Advancement of manufacturing looking ahead of autonomous driving era.

Strengthening on-site management supporting the manufacturing sites

- Expansion of standardized processes conforming to the automatic driving era
- Strengthening of human resources for manufacturing from global perspective

Establishment of high quality standards adapted to next-generation technologies

- Promotion of preventive management of quality



3

Additional evolution of cost structure reform

Activation of revitalize the material cost reduction activities

- Strengthen strategic purchasing
- Product development activities contributing to cost reduction

Promotion of reform in productivity at factories

- Promoting visualization, standardization and automation
- Practicing concurrent development



4

Sedulous challenge for expanding shares

Expanding customers and sales channels

- Promotion of regional strategies
 - ▶ **Growing market:** obtain new customers
 - ▶ **Mature market:** secure overwhelming presence
- Expansion of business in the automatic driving field

Increase in number of installed products per vehicle

- Expansion of antenna business foreseeing the automatic driving

III. ②Creating New Value, Creating New Customers: Overview



III. ③ Strengthening Basic Foundation of Our Organization for Further Growth: Overview

- ① **Strengthening our planning function in order to respond to environmental change**
- ② **Fostering a corporate culture with a sense of speed by introducing new target management approach**
- ③ **Adding human resources and building a new education system looking ahead of the future**
- ④
 - **Strengthening the group's overall strengths through collaboration between the head office and the group companies**
 - **Advancing managerial accounting for establishing method of management control promoting business management**
 - **Enhancing global governance with an eye to the expansion of our range of business**

**Strengthening
Basic Foundation
of Our
Organization for
Further Growth**

III. ③ Strengthening Basic Foundation of Our Organization for Further Growth: 1/3



1

Strengthening our planning function in order to respond to environmental change

Strengthening functions of collecting information and planning

- Strengthening planning functions related to marketing, growth markets, AI, new technologies/materials, new businesses, etc.

III. ③ Strengthening Basic Foundation of Our Organization for Further Growth: 2/3



2

Fostering a corporate culture with a sense of speed by introducing new target management approach

Renewal of target management approach and fostering of the corporate culture acclaiming changes and challenges

- Introducing a target management system which can capture any progress made, and of the awarding system as well as change in evaluation perspective

III. ③ Strengthening Basic Foundation of Our Organization for Further Growth: 3/3



3

Adding human resources and building a new education system looking ahead of the future

Strategic reinforcement of human resources

- Active recruitment of work-ready human resources to promote further growth
- Optimal allocation of human resources
- Providing diverse working environments

Re-examination of the education system, and enhancement and diversification of education and training formats

- Enhancement of education curriculum for strengthening human resource development

CHALLENGE FOR “NEW GROWTH”