



# **RS Innovation 2030**

## **Long-Term Vision for Ryosan Company, Limited**

**May 14, 2020**

## Notes on Preparation of the Long-Term Vision

Ryosan Co., Ltd. (Ryosan) has issued its new Long-Term Vision covering the next 10 years: RS Innovation 2030.

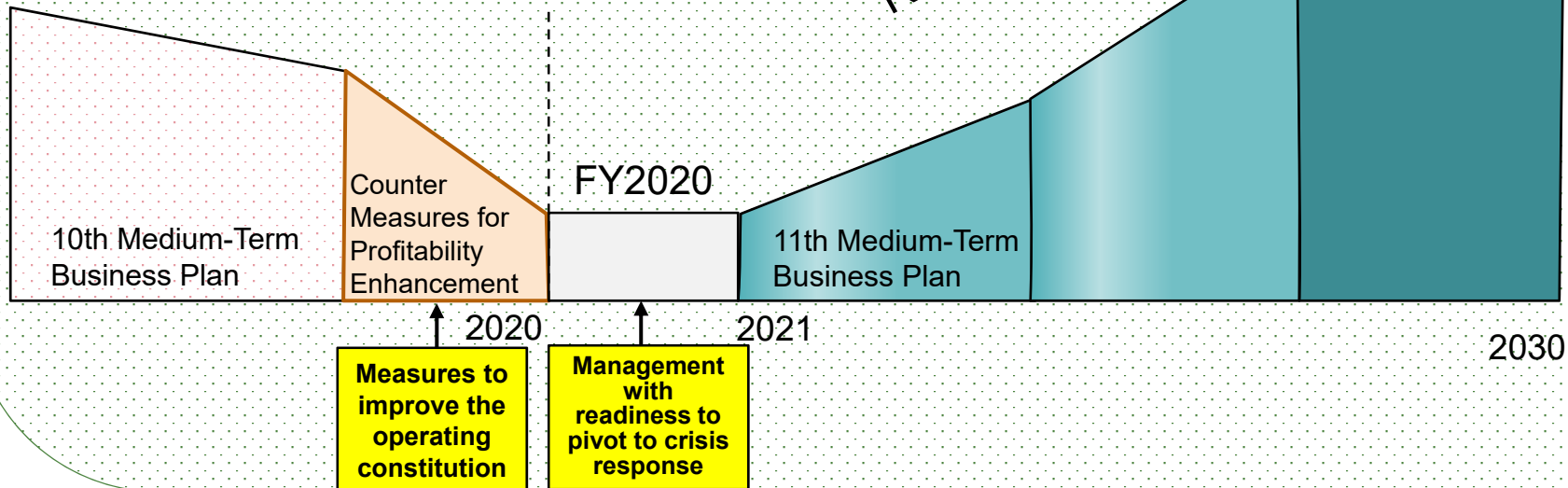
Since it suspended the 10th Medium-Term Business Plan in 2019, Ryosan has been moving forward with preparing a roadmap for new growth. While the impact of the COVID-19 pandemic is making the current business environment more difficult to discern with each passing day, Ryosan considers that it needs to summarize its views, to explain its long-term direction to shareholders and other stakeholders. To that end, Ryosan has prepared this Long-Term Vision. Ryosan aims to publish the 11th Medium-Term Business Plan, which details specific measures to promote innovation aimed at achieving this Long-Term Vision, later this fiscal year.

RS Innovation 2030  
Long-Term Vision for Ryosan

# Long-Term Vision Positioning of RS Innovation 2030

- ◆ Ryosan has reviewed its past measures, as well as its strengths and weaknesses, and sets forth its direction from a **long-term perspective**.
- ◆ In FY2020, Ryosan is operating with readiness to pivot to **crisis management**.
- ◆ From FY2021, Ryosan will start implementing **new measures** toward sustainable growth.

- Changes in the business and industry environments
- Macroeconomic slowdown



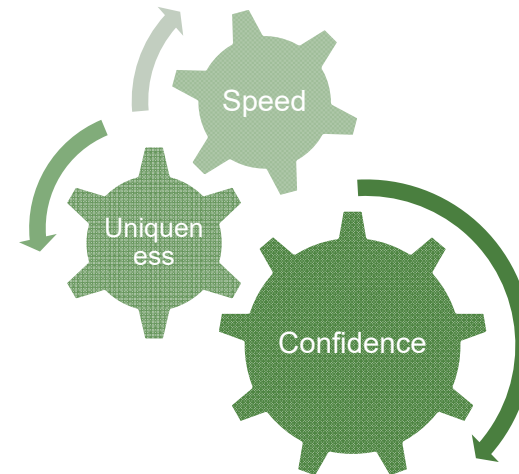
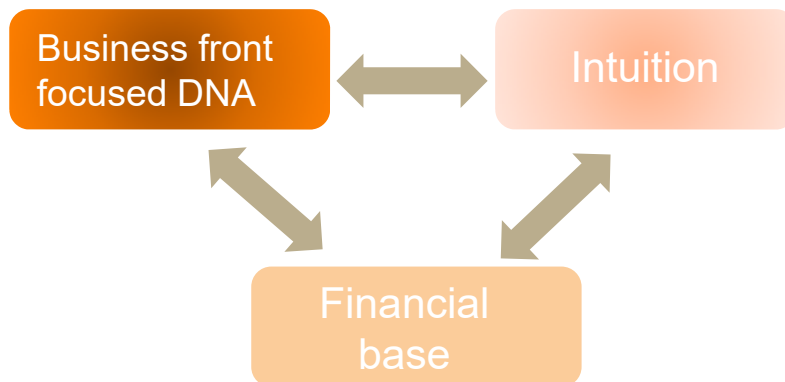
# Strengths of Ryosan Value-added Ryosan Wishes to Emphasize

## Strengths of Ryosan

- Front-line capability: DNA that focuses on the business front lines on the customer side
- Engineering intuition that can read between the lines of specifications, attained through contacts with a wide range of customers and a wealth of experience
- Financial strength to make the above possible

## Value-added Ryosan Wishes to Emphasize

- Confidence: Customers can place orders with Ryosan with confidence.
- Uniqueness: Ryosan offers value other companies can't.
- Speed: Ryosan responds swiftly.



## Aspiration of the Group in 2030

**A Company that creates confidence and the best fit for society in the electronics domain**

**The electronics domain**

Ryosan responds to a wide range of needs on the front lines of business, not limited to the supply of semiconductors and electronic components.

**For society**

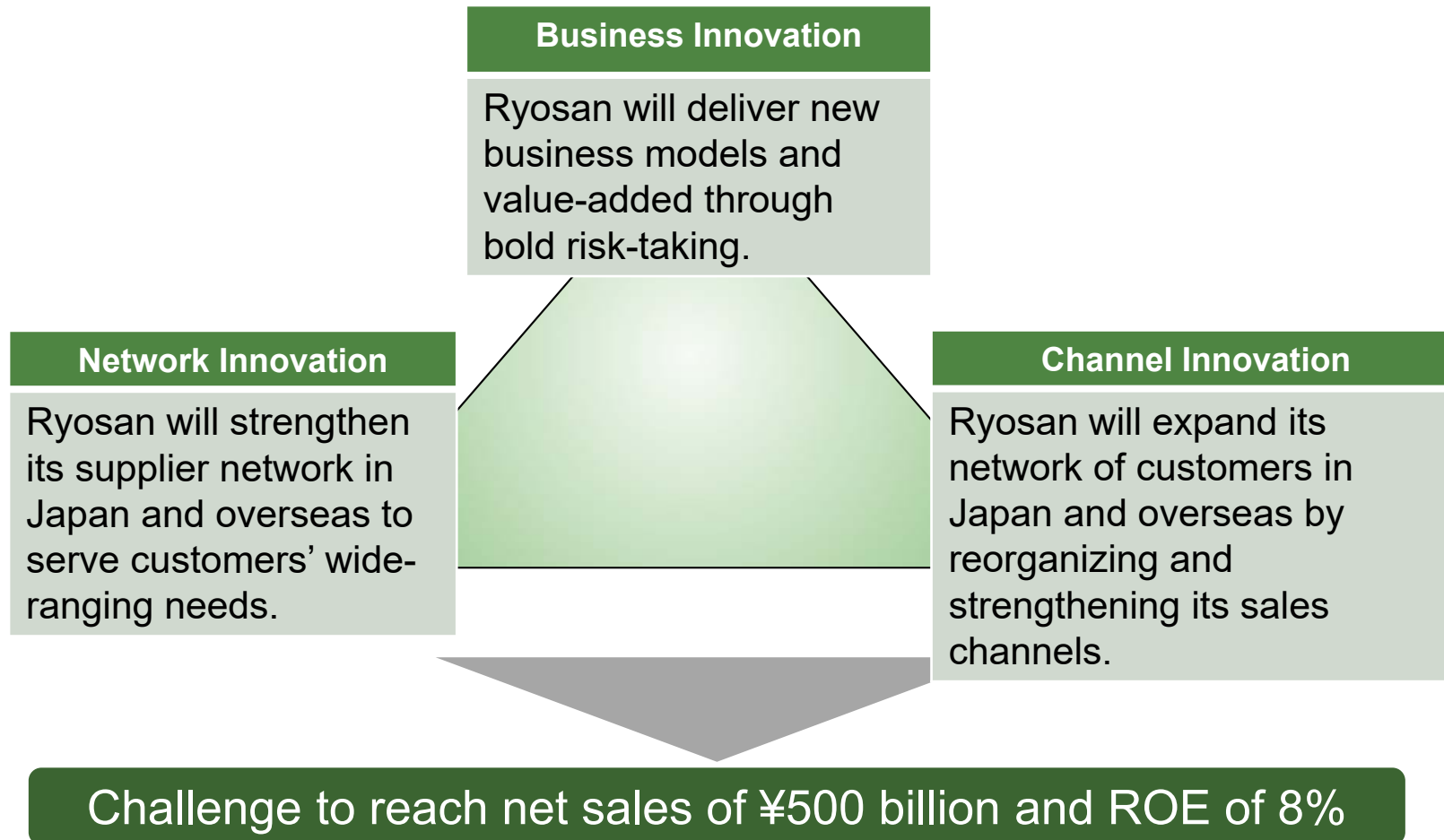
Ryosan contributes to a wide variety of stakeholders, including customers, suppliers, employees and shareholders.

**Creating confidence and best fit**

From the latest technologies, Ryosan provides service that is the best fit for the customer, delivering new value-added.

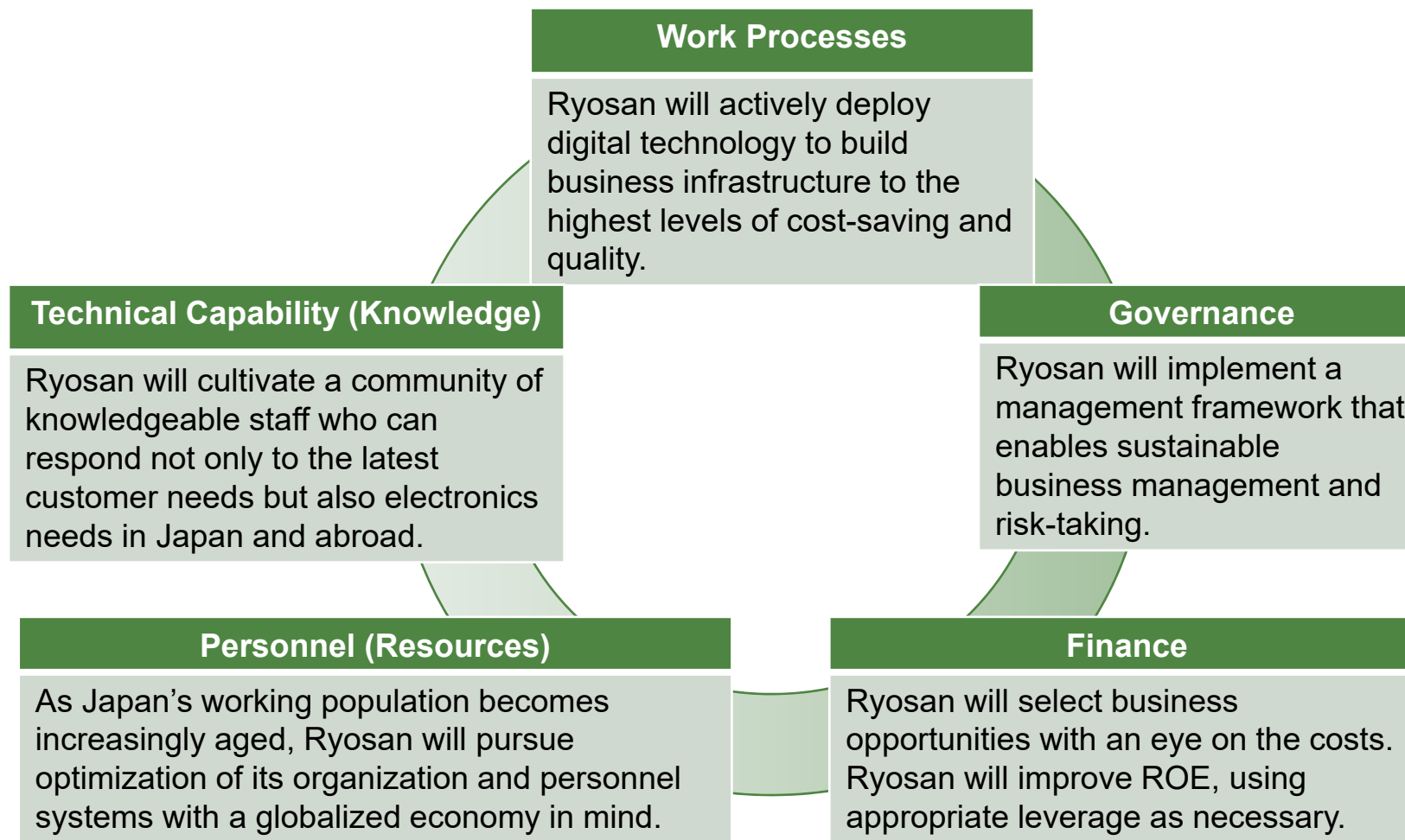
## Basic Policy for Achieving the Target State: Three Innovations for Growth

Leveraging its DNA as a company that is focused on the customers' business front, Ryosan is positioning three innovations as pillars of growth: business, networks and channels.



## Implementation of Business Infrastructure to Achieve the Target: Five Innovations



Ryosan will strengthen five domains as its infrastructure supporting growth: Work Processes, Technical Capability (Knowledge), Personnel (Resources), Finance and Governance.





# Contribution to SDGs

Ryosan aims to achieve sustainable growth together with customers, suppliers, employees, shareholders and other stakeholders, by creating confidence and the best fit in the electronics domain. Ryosan believes that many of its efforts contribute to the Sustainable Development Goals (SDGs).

	Growth Strategy	Overview	Related SDGs	SDG Target
1	Business Innovation	Delivering new business models and value-added through risk-taking	 	<p>Goal 8: Decent work and economic growth Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p> <p>Goal 9: Industry, Innovation, and Infrastructure Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation</p>
2	Network Innovation	Strengthening its supplier network to serve customers' wide-ranging needs	 	<p>Goal 12: Responsible consumption and production Ensure sustainable consumption and production patterns</p> <p>Goal 17: Partnerships for the goals Strengthen the means of implementation and revitalize the global partnership for sustainable development.</p>
3	Channel Innovation	Expanding its network of customers in Japan and overseas by reorganizing and strengthening its sales channels	 	<p>Goal 9: Industry, Innovation, and Infrastructure Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation</p> <p>Goal 17: Partnerships for the goals Strengthen the means of implementation and revitalize the global partnership for sustainable development</p>