



# SANKYU Global Vision for 2018

## To Become a Global Solutions Company

Sankyu will be reaching a big milestone in October 2018 by celebrating its centenary of the company founding. It is essential for the Sankyu Group and all its employees to join forces in order to achieve a further progress for the next 100 years amidst turbulent changes that the world economy is going through. With this in mind, the "SANKYU Global Vision for 2018" has been drawn up to make a start "For the best future".

2010.4

For the best future





Top Message: On the "SANKYU Global Vision for 2018"

In this era of turbulent changes, I have come up with a "Compass" which will navigate the Sankyu Group towards the path that it should follow.

The world economy is currently placed amidst dramatic changes and turmoil, due to the progress in globalization under which changes and impacts are spreading on a scale and at a speed never experienced before.

Against this backdrop, we will be celebrating our centenary in 2018 since the founding of Sankyu. As we approach this important milestone, it is vital for the entire Sankyu Group worldwide as well as all the employees to join forces, when we look towards the future of how Sankyu should be. This is why I have drawn up this "SANKYU Global Vision for 2018" which will set an unwavering course "For the best future".

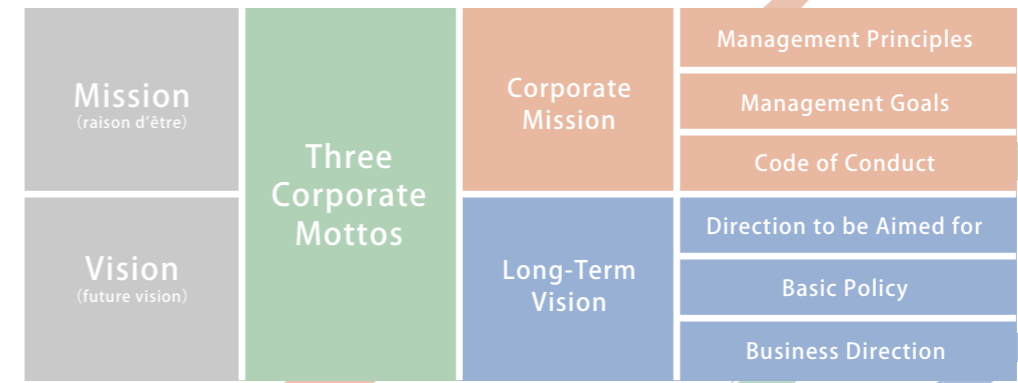
This is not a mere long-term management plan. It serves as the "Compass" to point the way towards the future for us to follow as the Sankyu Group. Therefore, I have redefined the "Management Principles" which serve as our very raison d'être. At the same time, I have reorganized our "Corporate Mission" by establishing the "Code of Conduct."

Ever since the founding, Sankyu has always worked to become indispensable to its clients, by taking the "Three Mottos of Sankyu" to its heart and by treasuring human resources. Moreover, Sankyu has always aimed to contribute, through its business development, to the well-being of its employees and society. These management principles will remain the same and continue to be our very reason for being. All the employees of the Sankyu Group will carry out the long-term vision by sharing the same belief - this is exactly what this "SANKYU Global Vision for 2018" is all about.

When this "Compass" functions correctly, we will be able to overcome whatever changes that may take place, by fully utilizing our "Human Resources", "Knowledge" and "Flexibility" which are the greatest assets to the Sankyu Group. Our very first step has just begun. I look forward to taking further steady steps in close cooperation with all of you.



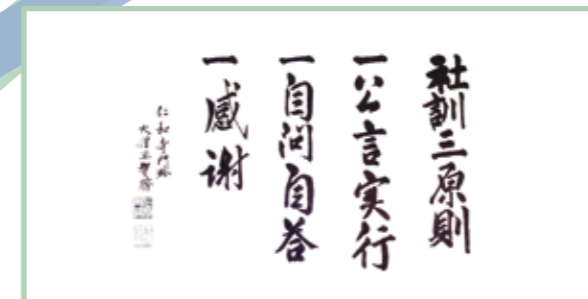
*Kimikazu Nakamura*  
Kimikazu Nakamura, President



The "SANKYU Global Vision for 2018" is the compass for the entire Sankyu Group.

It is only when all the Sankyu Group companies, and all their employees worldwide, share the same philosophy and goals, the entire global group can realize full potential and move forward in today's challenging times.

Three Corporate Mottos in Japanese Calligraphy



**Three Corporate Mottos** To be seriously taken to heart by all the Sankyu Group members

**Kogen Jikko**  
Publicly proclaim and execute

Set one's goals high, make them public, and do one's best to achieve those goals.

**Jimon Jito**  
Ask questions to yourself and answer them

Always stand in other person's shoes when thinking, so that a self-centered view can be avoided and a correct view will become visible.

**Kansha**  
Be thankful

Never forget to be thankful to the people around you. "Thank you" is also the origin of our company name.



# 1 Management Principles

What the Sankyu Group promises to the world

We will become indispensable to our clients based on our fundamental principle to value people. We will also contribute, through our business development, towards the well-being of our employees and the development of society.



# 2 Management Goals

What the management promises to the world, the clients and every single employee in order to realize its management principles

▶ **As a good corporate citizen, we will contribute to the development of the international community.**

We all share the same determination to become a corporation that is approved by society. As a member of society, we will become a trustworthy and attractive corporation that actively thinks about its relations with the community, the environment, and takes positive actions.

▶ **We will provide the very best services that meet the needs of industrial development.**

We take pride in offering services which are supported by our technologies, skills and systems. We will continue development in these unique areas, seeking always to live up to, or exceed, the expectations of our clients.

▶ **We nurture our employees' potentials by treasuring their knowledge and painstaking efforts made in the field.**

The employees' operating ability in the field is our irreplaceable asset. We will create a lively workplace where everyone can work comfortably and vigorously and each voice can be well heard.

# 3 Code of Conduct ~ for taking moral and ethical actions ~

What each employee promises to the world and to the company as guidelines for one's daily conduct

Days of giving top priority to economic efficiency are over. It has now become important for companies that each of their employees has an open mind and a sense of morality as a good citizen. We are proud of the fact that Sankyu holds unchanging ethics and a sense of justice cultivated through its long history. This corporate culture, found only at Sankyu, has now been written down in an easy to understand manner. Please engrave them in your memory as the starting point of your daily conduct and make sure to carry them out.



▶ **I will give top priority to safety in all situations.**

I will aim for a "zero-accident" workplace, in order to protect the employees and their family's happiness. I will give top priority to safety in order to protect the lives and health of those working.



▶ **I will take actions in compliance with regulations**

I will abide by all the laws and regulations, not only related to work, but to society. I will take honorable actions at all times, in whatever situations.



▶ **I will have a correct understanding of different cultures, religions and values, and will act with a global perspective.**

I will acquire a correct understanding of different nationalities, races, gender, backgrounds, generations and languages, as well as respecting various cultures and ideas. I will respect different values, viewpoints and opinions.



▶ **I will take an active part in protecting the global environment.**

I will take actions by always being conscious of saving resources and energy. I will start by doing whatever I can as an individual for the prevention of global warming.



▶ **I will carry out the work that makes a positive impression on society.**

I will make my clients happy by utilizing my operating knowledge. I will endeavor to provide high value added services by responding sincerely to the voice of my clients. We aim to become a company that is entrusted and chosen by the industrial world as their partner.



▶ **I will take pride and responsibility in my work.**

I will always hold high goals as a professional and endeavor to improve my ability as well as to develop human resources. I will take actions with the pride and awareness that I am always supporting the industrial world. I will not cease from making self-improvement and will endeavor to make the workplace as a place for self-realization.



▶ **I will respect others and grow together with them.**

I will build good relations with others by always standing in their shoes and understanding them. I will grow with others by being considerate towards them and helping them.



▶ **We aim to become a company that nurtures positive people.**

We will advance the motivation of all our employees. We aim to create a workplace where each person's unique expertise, determination to take on a challenge, enthusiasm and vitality can be treasured, and their personality can be made the most of.



▶ **We will continue to be a strong company that can bring together all the painstaking efforts made in the field.**

We aim to become the best we can, by utilizing the knowledge, efforts and voices of those who work in the field. We will treasure the knowledge and efforts in the field and pass on the operational ability that is the strength of the Sankyu Group.



# 1 Direction to be aimed for

**We aim to be a solutions company\* that contributes to our clients' globalization by becoming globalized ourselves, focusing on "Logistics", "Plant Engineering" and "Operation Support."**

[Solutions Company]

\* A company that contributes to its clients' reforms by utilizing its knowledge and operational ability by combining its technology, skills and systems.



**1) "Operation Support" has now been added to the existing "Logistics" and "Plant Engineering" to make these three our core businesses. At the same time, their names have been changed in an easy to understand manner.**

The Sankyu Group's business can be organized function-wise as "Logistics" and "Plant Engineering". However, "Operation Support", which is a combined service of "Logistics" and "Plant Engineering" provided on-site at our clients' plants, is unique to Sankyu and is our very strength. In our long term vision, we have defined these three, "Logistics", "Plant Engineering" and "Operation Support", as our core businesses. This point will be communicated to those outside the corporation.



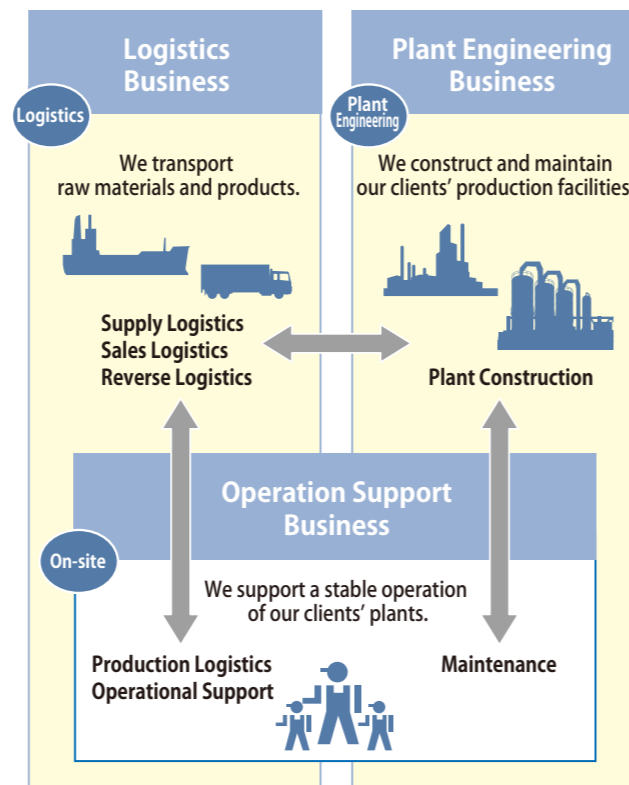
**2) We will further promote globalization.**

Globalization is expected to further expand with our clients shifting their production bases to overseas locations. This could provide a major business opportunity for the Sankyu Group, which has a substantial overseas network of its own. In order to respond to such changes and to contribute to our clients, we are promoting further globalization at Sankyu and our group companies worldwide. However, to realize a true globalization, it will be vital for us to offer "Sankyu Quality" at all times and in any situation. Please make sure to control quality in a thorough manner and on a large scale, including those related to safety quality, work quality and compliance to laws and regulations.



**3) We look to become a solutions company.**

A "Solutions Company" is a company that contributes to its clients' reforms by utilizing its operational ability and knowledge by combining its technology, skills and systems. For the Sankyu Group, this means we aim to become a company that is able to provide solutions to our clients' challenges and to contribute to their management reform through a combination of our "Logistics", "Plant Engineering" and "Operation Support" businesses, as well as through a further strengthening of our employees' operational ability and enhancement of their technical skills.



**"Unique services to comprehensively support our clients"**

These are services very unique to the Sankyu Group, in that we can undertake them in an integrated manner for our clients, making them our biggest strength.

# 2 Basic Policy

**1) We will expand our business by taking advantage of Sankyu's strength**

We have three different businesses – "Logistics," "Plant Engineering" and "Operation Support" – which will be strengthened thoroughly as our core businesses, so that our effort can be concentrated on fields where we can utilize our strength in each business. These will be organically combined to expand our unique services globally, supporting our clients in a comprehensive manner.

**2) We aim to become a self-evolving group of professionals that offers high quality services by strengthening operational ability.**

Skills and abilities to perform well in the field are our important asset. We will strengthen our operational ability in order to offer the very best services that satisfy our clients. We aim to be a group of self-evolving professionals who always provide better services than before, by making continuous improvements and offering proposals to seek positive reform for our clients.

**3) We will create unprecedented services by enhancing our technical ability.**

What is needed by society, our clients and in the field is becoming more and more sophisticated. In order to respond to such needs, we will create innovative services by utilizing the latest technology.



# 3 Direction of our business

**1) Our core businesses are the following three: "Logistics", "Plant Engineering" and "Operation Support"**

**2) By expanding these three businesses, we will achieve a stable growth.**

**3) Our basic business model of "starting with Plant Engineering and linking to Operation Support and Logistics" will be actively expanded, especially overseas.**

**4) We will respond to a growing need for outsourcing in the industrial world, in order to contribute to our clients' business reform.**

We aim to expand our services to cover the upstream end of our clients' business. We will offer solutions to our clients by combining our accumulated wealth of technology, skills and systems.

**5) Achieving synergy**

We will utilize our strength in the combination of Logistics, Plant Engineering and Operation Support in order to comprehensively support our clients' business strategies.

■ **Logistics Business**

We will offer services to link on-site and off-site logistics in a global and seamless manner.

■ **Plant Engineering Business**

We will enhance our engineering ability by integrating technology and know-how accumulated over the years through our services to the steel and chemical industries.

■ **Operation Support Business**

We will package our know-how and capabilities in business operations in a comprehensive format, and expand our services to other industries through inter-business collaboration.

**6) Expansion and exploration of new market segments**

By closely observing social trends and by utilizing our technology, skills and know-how accumulated over the years, we will break into new client industries.

■ **Industrial fields to be covered in a deeper and wider manner:**

Environmental and energy industries

■ **Industrial fields to be explored newly: Pharmaceutical and food industries**