



# JOHNAN VISION 2050

We give shape to each person's hope and mount it in every corner of society.

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A young man and his grandmother talk almost daily in virtual space. Unfortunately, they cannot see each other in person very often. While the grandmother lives on Earth, the young man works at a “Workshop of the Future” on the moon’s surface.

“Oh, yeah! You’re turning 88, aren’t you, Grandma?  
“That’s a special birthday to celebrate.”

“I am. I think you were born in the year I turned 60.  
“I can’t believe time flies so fast.  
“I hope we can meet in person on my next birthday.”

“That’s a great idea, Grandma!  
“We should get together face to face on that day!”

The two are talking about such things.



Their topic for today is a birthday gift for the grandmother. They are also having fun talking about the old days.

In his memories, his grandmother was always by his side, on his first day of kindergarten, and on a day they had lunch under a rain tree.

“Can we pack our memories of the times we’ve spent together into your gift to me?”

The two exchange smiles.







“I’d like to pack the latest technologies into my gift to you.”

The young man is an engineer.

He talks to her about the projects and technologies he is engaged in.

“So there’s a lot of research going on at the bottom of the sea and in space?”

“That’s amazing. It’s so much fun talking to you, that time flies so fast.”

Listening to her grandson, the grandmother feels excited and thrilled.



“Grandma, what do you say to using the rain tree as a material for your gift?”

“As the energy to produce the gift, I’d like you to choose the sunlight that shone on that spot that day.”

“Which Workshop on Earth would you like to assemble and finish the gift?”

“Take your pick, Grandma.”

“Oh, can I? I’m not sure which one to choose.”

These Workshops build and finish goods that grasp what clients want, and meet their needs.

The grandmother and the young man want to be involved in the process of making the gift at the Workshop.

The two decide to look for a company that can make this wish come true.

And finally, the grandmother’s birthday arrives.







## We give shape to each person's hope and mount it in every corner of society.

What does JOHNNAN exist for?

It exists to keep building—as time flows from the past to the present and to the future—a society, in every environment of the times, where our children's generation can be hopeful for the future.

It is a society where anyone can enjoy fair opportunities without discrimination, where anyone is respected in their freedom to make their own choices at their own risk, and where a connection of deep love between people and nature and between people prevails.

To keep building such a society, JOHNNAN takes people's hopes and dreams, which exist in every person, as its own, seeks ways to fulfill them, gives them tangible form, and mounts them in every corner of society.

Just like soldering electronic components to printed circuit boards, JOHNNAN has mounted hope in society.

Mounting is the core of JOHNNAN, and JOHNNAN will move the core forward to the next stage, which is what JOHNNAN wants to realize by 2050.

To give shape to hope and mount it in society, what should JOHNNAN do?

JOHNNAN should turn people's wishes into "Products of the Future," and deliver them so that the products will exercise their potential to the full. JOHNNAN should fulfill each client's wish to have "this kind of thing" or "that type of experience," so that the finished products will be of service and be loved until the ends of their lives and sometimes may be given a new lease of life.

JOHNNAN should build "Workshops of the Future" and connect them to cover everywhere from the moon's surface to the bottom of the sea, bring the Workshops and workers with abundant individuality together to collaborate in giving shape to people's wishes, and concentrate and combine a wide range of knowledge so that any product can be produced.

JOHNNAN should foster more "Navigators to the Future" who will lead monozukuri, and most importantly, listen to each client's wishes with an open heart and mind, select the best-suited Workshop to give shape to a given wish, build the best team for the work, and walk with clients as Navigators all the way to the finish.

We at JOHNNAN promise that, by putting the above into practice, by 2050, with companions who share the same lofty aspirations, we will be able to "give shape to each person's hope and mount it in every corner of society" as the closest partner to the clients, transcending generations and overcoming boundaries of space.





**Let's talk over and build together  
a society where our children's generation  
can be hopeful for the future.**

President & CEO

山本光世

Hello everyone, let me have your attention please.

In this Vision Book, we at JOHNNAN depict, with all our heart and energy, the world that JOHNNAN wants to build by 2050! The Vision Book embodies the exact future of JOHNNAN's monozukuri.

What did we produce the Vision Book for? The purpose is to use this book as a tool for me and each employee of the JOHNNAN Group to talk with each of you about how we can work with you to "keep building a society where our children's generation can be hopeful for the future." Based on such discussions, both you and we will be able to go into action—starting from simple co-creation—review the results together, and discuss the next step. I am sure that a series of such actions and accumulation of experience will significantly contribute to the realization of a society where our children's generation can feel hopeful for the future.

When producing the Vision Book, we were concerned to do four things. Firstly, I did not produce this book alone. I worked with employees of JOHNNAN to develop JOHNNAN VISION 2050. That is because I was inspired by this African

proverb that happened to catch my eye: "If you want to go fast, go alone; if you want to go far, go together." In the first place, there was nothing unusual for us to exercise wisdom and act with companions who shared the same lofty aspirations because that is the JOHNNAN Way, which we had practiced for 60 years since the foundation of the company. It is precisely because we had developed the VISION together that we were able to share it and that I was able to reconfirm the presence of reliable companions. I am filled with deep gratitude for these amazing people.

Secondly, this book uses expressions that encourage dialogue. The Vision Book begins with some hand-painted pictures, and then depicts the society that JOHNNAN wants to build by 2050. With the book, therefore, I and individual employees are able to introduce that society as its advocators from individual viewpoints, and supplement the book with our own words. The book then gives the audience an opportunity to convey to us advocators the feelings that well up in their hearts while they look at the paintings, their honest feedback, and what they want to try with us.

Thirdly, we have marshalled JOHNNAN's fundamental notion of management. To be more specific, while keeping the JOHNNAN

Way in mind, we have developed the following three as JOHNNAN's philosophical system: the JOHNNAN Raison d'Etre explains the reason for our existence ("Why"); JOHNNAN VISION 2050 announces the goal we want to reach by 2050 ("Where"); and JOHNNAN MISSION 2050 states the actions we will take to fulfill the Vision ("What"). We have also set up key goal indicators (KGIs) to measure the degree of attainment of the Mission. When developing management strategies of our Group and evaluating the performance of each project, we can use the KGIs in addition to common indicators, including profitability and growth. Now we have our original indicator of conformance to what we want to become by 2050.

Lastly, in this book, we have inscribed the challenges tackled in the field, allowing you to picture the feasibility of the Vision. In the process of developing the Vision, we reinterpreted the features of JOHNNAN that have been cultivated over the last 60 years since its foundation, while unraveling the origins of monozukuri in Japanese and world history and spinning insights. This process has brought me a strong belief that JOHNNAN's strengths regarding down-to-earth startup acceleration will be the key to fulfilling the Vision and serving society in fulfilling the SDGs. The world is shifting from an

optimization society to an autonomous society. During this period of industrial revolution, demand for cross-industry open innovation will further escalate; thus, JOHNNAN will be asked to play a crucial role in the innovation. With these things in mind, we list in this book 12 examples of JOHNNAN's ambitious efforts that are being made in the field as proofs of our actions toward the fulfillment of the Vision.

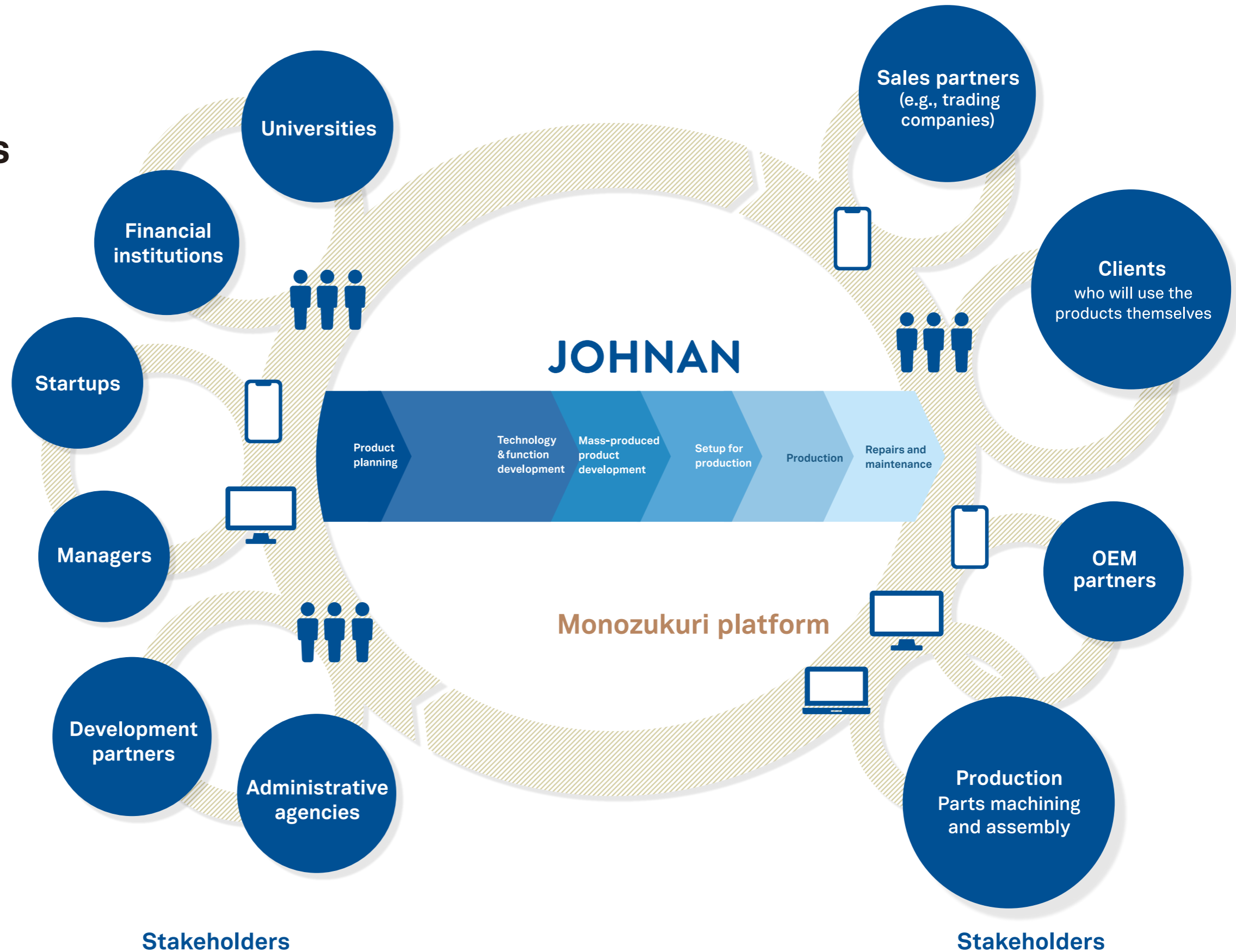
To conclude, let me take this opportunity to express my firm resolution to fulfill JOHNNAN VISION 2050 as the current top executive of JOHNNAN and one of its long-term stable stockholders. The time until 2050 feels both long and short. I will turn 77 then. At least until that year, I will maintain the mental and physical health I need to live out my natural life, remain unrelentingly committed to self-improvement, constantly nurture feelings of modesty and gratitude with in me, and fulfill my calling to the best of my ability. I am determined to stay connected to JOHNNAN and engaged in the tasks necessary to fulfill the Vision, in whatever position or role I may find myself. Your continued guidance and support are much appreciated.

So, what would you like to do with us first?



# Business model JOHNAN pursues

Through the development of the Vision, we have identified JOHNAN's strengths regarding down-to-earth startup acceleration. Considering these strengths and JOHNAN VISION 2050, we have decided to evolve the business model of our whole Group from ODM (original design manufacturing) and EMS (electronics manufacturing service) into a monozukuri platform. The direction of this evolution that deserves special mention is that we will bolster opportunities to offer diverse and transcendent monozukuri services, even though, of course, we will continue to accelerate the reinforcement of ODM and EMS as important functions of the monozukuri platform. In October 2022, we set up "Monozukuri Platform Company" in our Group. From now on, Monozukuri Platform Company will lead the implementation of our Mid-term Management Plan, which starts in April 2023, as well as the evolution of the business model of our whole Group into the monozukuri platform. In this platform, a monozukuri process for a product will be based on the extensive involvement of the client who will use the product. In other words, this business model will allow clients to work with us on monozukuri, providing the products with the value of "Made with JOHNAN"—neither "Made in Japan" nor "Made by XXX Co., Ltd." Please look forward to what JOHNAN will offer you.



# JOHNAN's philosophical system

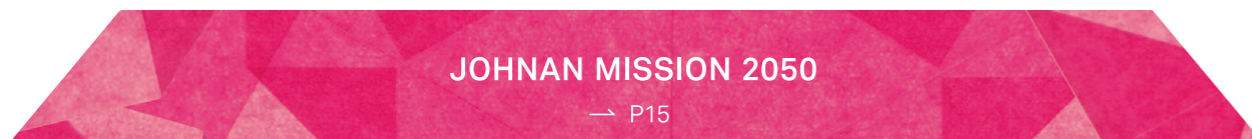
On the occasion of the development of JOHNAN VISION 2050, we have articulated the direction in which JOHNAN will step forward into the future as a philosophical system. With this ambition etched into each of their hearts, employees of JOHNAN will move together step by step toward the future, and in doing so, we will keep striving to build a society where our children's generation can be hopeful for the future.



With the three mindsets of Gather Around, See, and Make, we keep striving to build a society where our children's generation can be hopeful for the future.



We give shape to each person's hope and mount it in every corner of society.



We turn people's wishes into Products of the Future, and deliver them so that the products will exercise their potential to the full.

→ P15-17

We build Workshops of the Future and connect them to cover everywhere from the moon's surface to the bottom of the sea.

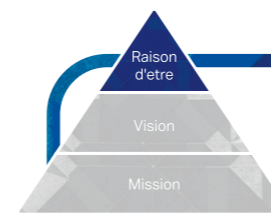
→ P18-20

We foster more Navigators to the Future, who will lead monozukuri.

→ P21-23

KGI's		
<b>Products of the Future</b>	<b>Workshops of the Future</b>	<b>Navigators to the Future</b>
<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
70% for individuals, 30% for corporate users	30% in-house, 70% at co-creation partners	10% from managers, 90% from team leaders

Developed in June 2022



# RAISON D'ETRE



With the three mindsets of "Gather Around," "See," and "Make," we keep striving to build a society where our children's generation can be hopeful for the future.

## JOHNAN's aspirations behind Raison d'Etire

"Gather Around," "See," and "Make" comprise the sense of values JOHNAN has cherished and cultivated since its founding. These are also the "JOHNAN Way."

To "Gather Around" is to have heart-to-heart conversations with others, whether within or outside the company, respect each other, and fulfill one's responsibilities.

To "See" is to see a broader view of mankind and the universe and figure out missions of one's own and the organization one belongs to.

To "Make" is to make something that no one has ever made and to create new values with one's soul and prayers.

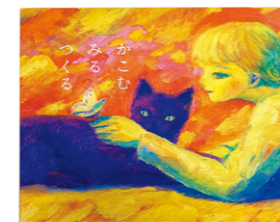
With this sense of values, which makes each of us at JOHNAN who we are, we keep building a society where our children's generation can be hopeful for the future.

What is a "society where our children's generation can be hopeful for the future"?

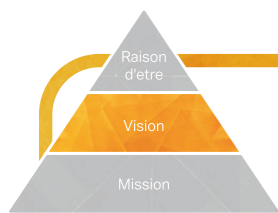
It is a society where anyone can enjoy fair opportunities without discrimination, where anyone is respected in their freedom to make their own choices at their own risk, and where a connection of deep love between people and nature and between people prevails.

JOHNAN declares that it will keep striving to solve the issues faced by our children's generation, considering also the generations of our grandchildren, great-grandchildren, and beyond.

JOHNAN has published Gather Around, See and Make, a picture book that details our sense of values called "the JOHNAN Way." Please have a read through it and give us your feedback.







# VISION



**We give shape to each person's hope and mount it in every corner of society.**

JOHNAN's goal for 2050 is to give shape to each person's hope and mount it in every corner of society so that we can keep building a society where our children's generation can be hopeful for the future.

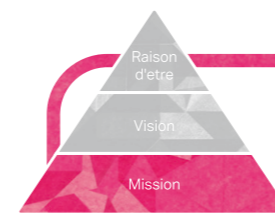
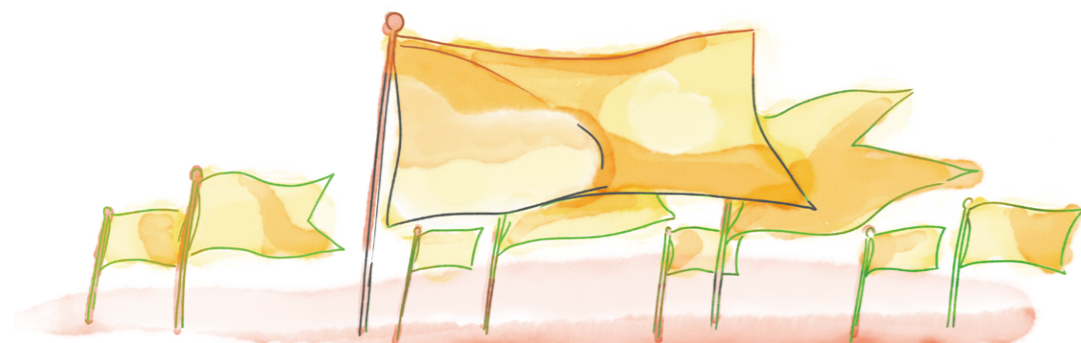
"Each person's hope" means what people living in this world think of, wish, and dream.

To "mount" means to take each person's hope as our own, give it a tangible form, and make it a part of people's daily lives. JOHNAN started as a "mounting company" that soldered electronic components to printed circuit boards.

Our ideals are to give shape to various wishes in peoples' hearts and mount them in their daily lives, just like we soldered each tiny electronic component with extra care, and totake the wishes of each and every person in the world as our own and mount them in every corner of society.

JOHNAN believes that, by giving shape to each person's hope and mount it in every corner of society, we are able to build a society where anyone in our children's generation can be hopeful for the future, which we envision in the Raison d'Etre.

To achieve the Vision for 2050, JOHNAN has developed three missions. Each of us at JOHNAN fulfills their own role through their daily work, and JOHNAN will keep moving forward to ward the Vision.



# MISSION

Products of the Future



**We turn people's wishes into "Products of the Future," and deliver them so that the products will exercise their potential to the full.**

Each person has a wish to have "this kind of thing" or "that type of experience." JOHNAN aims to give shape to such wishes as "Products of the Future" by concentrating and combining its wide range of knowledge about monozukuri.

"Products of the Future" are not mass manufactured at giant plants or on standardized production lines. We grasp a client's hope and reflect it in an haute couture product for the client.

For example, a client may be directly involved in the process of making a custom-ordered product and be a part of the moments of completion of the product, or the incarnation of a wish of their own.

The client may even have the privilege of tightening the last screw in the product.

To make such a "Made with JOHNAN" system the standard, JOHNAN will develop 1,000 "Products of the Future" by 2050.

A "Product of the Future" will be of service to and loved by the client as the incarnation of the client's wish until the end of the product life, and it will survive through maintenance and recycling to pass on that wish to the next generation. In this way, the wish of a person is mounted in society and survives in people's daily lives and society over generations.

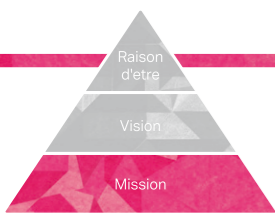
To turn people's wishes into "Products of the Future" and deliver them so that the products will exercise their potential to the full is one of JOHNAN's missions toward 2050.



KGI

**1,000 Products of the Future**  
(70% for individuals, 30% for corporate users)





# MISSION

Products of the Future ~examples~

## We already produce “Products of the Future”

Toward the fulfillment of JOHNNAN VISION 2050, we at JOHNNAN challenge ourselves in various ways. Presented below are only some examples of our ambitious efforts to produce “Products of the Future,” which had never existed before, and the fruit of such efforts.

### case 01 Innovative monitoring system for patients with circulatory disorders

At the request of a certain national university, JOHNNAN has been working with that university and other organizations to develop an in-home monitoring system for patients with circulatory disorders in Japan. A wearable medical device that patients continue to wear transmits their cardiac sound clearly and remotely to their doctors. This monitoring system, which utilizes IoT technology and the cloud, is a good example of “Products of the Future” that match the needs of patients and doctors with sophisticated technologies.



#### Comments from employees in charge

#### Technological development that satisfies the wish of doctors to save lives that can be saved

To develop a remote diagnosis system that enables doctors to find out what they usually can only through in-person examination as if they were right in front of their patients, we have acquired a solid grasp of how exactly doctors examine patients in person, analyzed the obtained data by focusing on certain characteristics, and made technological proposals. This project has made us realize anew that doctors protect people’s lives and good health with experienced “artisanal” skills that detect the slightest changes in their patients. We have been working on this development project to incorporate such “artisanal” skills (implicit knowledge) of doctors into wearable devices as explicit knowledge, thereby helping doctors diagnose patients and satisfying their wish to save lives that can be saved.

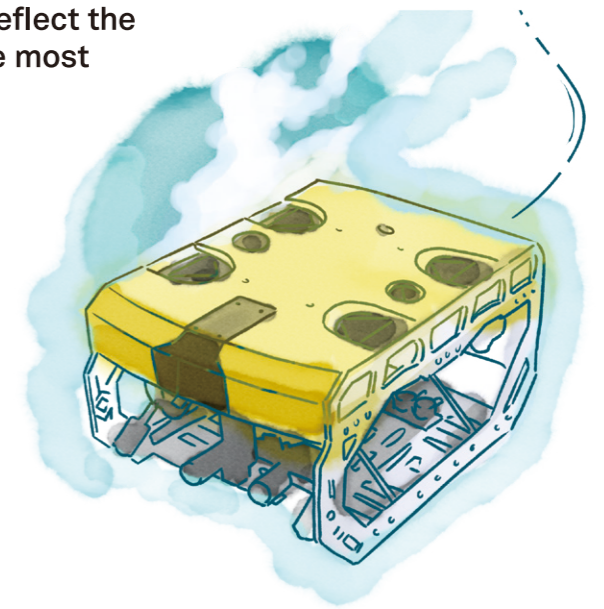
Hiroyoshi Furuta, Yoshimitsu Inamori, and Kazuya Ikeda  
Healthcare Dept.  
Monozukuri Platform Company  
JOHNNAN Corporation

### case 03 Inspection technology to ensure safe journeys in the era of space travel

JOHNNAN’s X-ray CT scanners provide a component inspection technology that will carve out a path to the era of space travel, which is expected to come into reality by 2050. Today, this technology enjoys demand mainly from in-car product manufacturers and is used for quality control of the welds of die-cast and metal parts, which significantly affect the service lives of their products. When the times arrive when spacecraft will be shuttling between the earth and space, they will be repeatedly subject to temperature changes from ultra-low in space to ultra-high at re-entry into the earth’s atmosphere. To prevent serious accidents caused by metal fatigue, ultimate quality for space safety will be required. Also, the control circuit boards and future mobility vehicles with ADAS (advanced driver-assistance system) will require an even higher level of durability than that of in-car products. Non-destructive inspections will be necessary before use or on a regular basis, and these needs can be met by JOHNNAN’s X-ray CT scanners: even rocket parts can be inspected non-destructively and returned. In the coming era of space travel, our scanners are expected to make significant contribution as a component inspection technology that ensures safe journeys.

### case 02 Provision of underwater drone (ROV, or “remotely operated vehicle”) solutions that reflect the needs of the field and combine the most advanced technologies

We deal in the MOGOOL Series, underwater drones (remotely operated vehicles, or ROVs) that are useful in many areas of industry that involve underwater work, such as underwater infrastructure inspection and environmental research. We visit our clients at their work sites to grasp their needs and, depending on their issues at work, offer solutions with a wide range of options, including sensors, sonars, and grippers. As a result of these efforts, our proposal regarding the MOGOOL Series was accepted at the (Second) Call for Technological Proposals in Response to Needs of the Field in Agriculture, Forestry, and Fishery (by the Ministry of Agriculture, Forestry and Fisheries of Japan), and was also included in the List of Technologies and Ideas Regarding the Collection of Drifting Pumice (Ministry of Land, Infrastructure, Transport and Tourism).

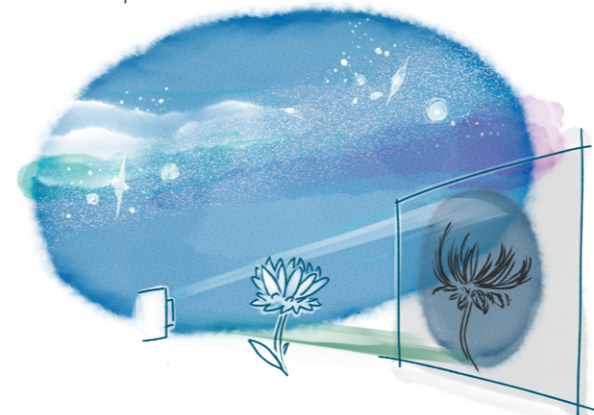


#### Comments from an employee in charge

#### Challenging the depths of the sea, the earth’s last frontier

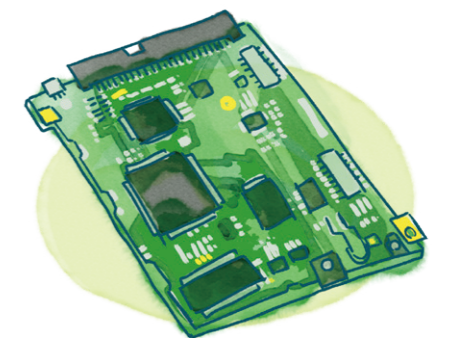
The sea is an untouched area for mankind. They say that 95% of the area is unexplored. This project started with our encounter with a Chinese startup dealing in underwater drones (ROVs) that was seeking to expand into the Japanese market. This startup possessed superior technologies, but its products had quality issues. We flew to China many times to give enthusiastic quality guidance, and six months later, the product quality significantly improved, reaching the level required for the Japanese market. We call the products of the startup “the MOGOOL Series of underwater drones (ROVs).” For our clients to perform underwater work in the way they want, we discuss with them and try many ideas, such as combining new optional functions with the drones or involving an AI venture company in the project, learning through trial and error. We will continue to work with a wide variety of our stakeholders in challenging the depths of the sea, the earth’s last frontier.

Tsubasa Tozaki  
MRO Dept.  
Monozukuri Platform Company  
JOHNNAN Corporation



### case 04 Right to repair for all!

Toward the realization of a recycling society, consumers are expected to handle products with care and use them for a long time. For that purpose, parts that do not work properly or deliver the intended performance should be repaired, if possible. JOHNNAN offers a circuit board repair service to repair faulty circuit boards of aged devices without circuit diagrams or other drawings, giving them a new lease of life. This service enables clients to reduce their “defensive investment” made to maintain their competitive edge, while also contributing to the reduction of environmental load. Some parts may not be repairable at JOHNNAN, but we have a solution for that, too: the “kibanshuri.com” service matches clients who have items that need repairing with clients capable of repairing those items. JOHNNAN has also been deploying and expanding other solutions, including FA Marketplace, a business matching website featuring factory automation devices, which connects clients who want to buy unused and used stock with clients who want to sell such items. As a company featuring a monozukuri platform, we will continue to develop even more services and challenge ourselves, not only to bring products into the world but also to take care of the products until the ends of their lives.





## MISSION

Workshops of the Future

JOHNAN  
MISSION  
2050

—Workshops of the Future—

We build “Workshops of the Future” and connect them to cover everywhere from the moon’s surface to the bottom of the sea.

“Workshops of the Future” refer to a group of professionals with abundant individuality who come together to build “Products of the Future,” which embody each client’s wishes.

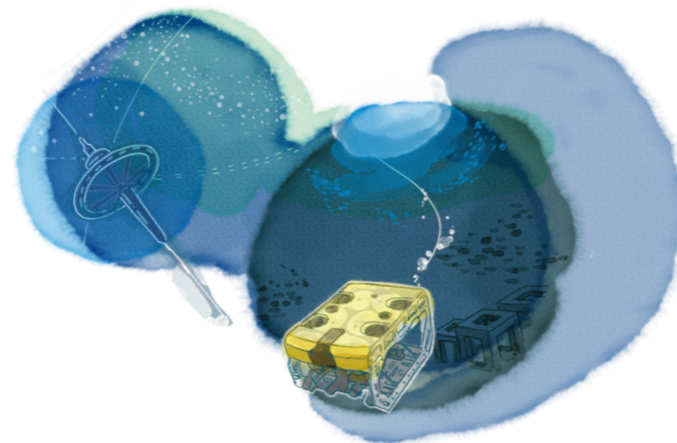
Some of the “Workshops of the Future” boast experienced workers with artisan skills, while others consist of AI and engineers who make full use of the latest technologies. Some of the “Workshops of the Future” are located on earth, others on the moon’s surface or the bottom of the sea to utilize the low gravity or high water pressure in those locations, while others are located in virtual space, which you can visit from anywhere in the world and where we can design products and make prototypes right in front of our clients.

By 2050, JOHNAN will build 1,000 “Workshops of the Future” and connect them together. Some of them may be at JOHNAN, and others at our co-creation partners that share our lofty aspirations.

The Workshops and workers with diverse strengths and characteristics will be networked beyond space and combine their forces whenever necessary.

These are the “Workshops of the Future” we envision.

To build “Workshops of the Future” and connect them to cover everywhere from the moon’s surface to the bottom of the sea is one of JOHNAN’s missions toward 2050.



KGI

**1,000 Workshops of the Future**  
(30% in-house, 70% at co-creation partners)

## We have already started building “Workshops of the Future”

Presented below are only some examples of our ambitious efforts to produce “Workshops of the Future” and the fruit of such efforts.

### case 01 Approach run to “Workshops of the Future” that help people exercise their potential to the full

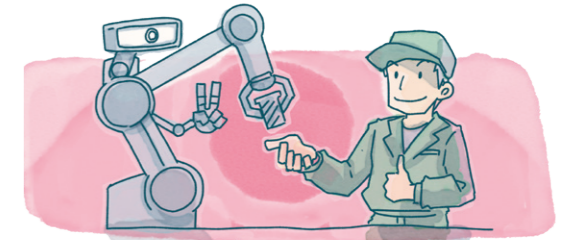
For job creation for the disabled, Kyoto University and JOHNAN have been collaborating to build a Workshop where people work with robots. Although current regulations require safety fences, this collaborative project hopes to achieve an environment, further down the road, where people can work with robots in the same booth. The disabled and the elderly are not good at certain tasks, but they can exercise their potential to the full and enjoy working if assisted by robots and AI. At this Workshop, this industry-academia collaborative project has been developing technologies to make this happen. We believe that these technologies will also be useful in the future in involving general consumers in monozukuri. Progress in the development of technologies for human-robot collaboration will lead to the achievement of direct involvement of general consumers, as well as the disabled, in product development. Through such industry-academia collaboration, we are already on an approach run to “Workshops of the Future” that bring down fences between makers and users and give tangible forms to what makers and users envision.

#### Comments from an employee in charge

**Learning from human body movements and building places where we give shape to users’ wishes and mount them in every corner of society**

This industry-academia collaborative project came from efforts to support the wishes of disabled people to work. Imagine a process where parts are handed by human workers to robots, soldered by the robots, and then assembled by human workers. Movements in this process are simple, but they need to be precise, and the process needs to ensure safety. We have learned from disabled people about conditions for human-robot collaboration, having it lead to the achievement of a society where the disabled can have hope. Sometime in the future, we will be able to use these efforts in approaching the achievement of an environment where users can be directly involved in monozukuri and mount their own wishes in products, a goal at which JOHNAN aims.

Kozo Moriyama  
Monozukuri Platform Laboratory  
Monozukuri Platform Company  
JOHNAN Corporation



### case 02 Networking of skilled and experienced workers who will lead monozukuri in the future

Recent years have seen the emergence of many startups that are free from what has been regarded as common sense in business management. JOHNAN has started to network with startups whose sense of values, lofty aspirations, and original skills synchronize with those of JOHNAN. JOHNAN has been connecting to such startups, these startups have been connecting to each other, and open innovation for joint product development has been advancing. We provide skilled and experienced workers who will lead monozukuri in the future and other workers with places that motivate them to give tangible form to what they envision and fulfill their wishes, and we help them give shape to these things and mount them in society. When these “Workshops” are connected, they help each other, bringing out each other’s potential and making them “Workshops of the Future.” Co-creation activities for that purpose have been starting up.

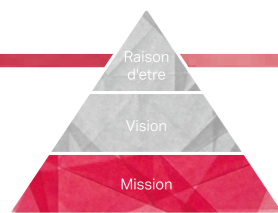
#### Comments from an employee in charge

**Hoping to spread places for co-creation and collaboration with startups to the depths of the sea and the moon’s surface**

In July 2018, JOHNAN was selected by the Ministry of Economy, Trade and Industry to join the Startup Factory Establishment Project. Since then, we have established places for co-creation and collaboration with startups. Also, JOHNAN has been proceeding with a project originating from a bio-design program. Startups have original technological capabilities, and many engineers with lofty aspirations for monozukuri and an artisan spirit assume an active role in startups. JOHNAN’s stance on startups is to work with them to give tangible form to their technologies and ambition as products. A future task of JOHNAN is to spread places for co-creation and collaboration with startups that plan to venture into uncharted fields, such as the depths of the sea and the moon’s surface, through trial and error with them in all locations.

Toshihiro Ueno  
MRO Div.  
Monozukuri Platform Company  
JOHNAN Corporation





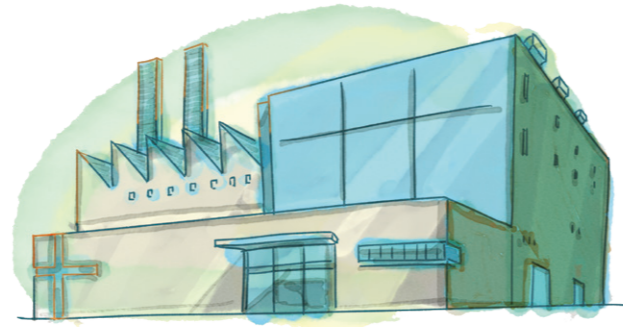
# MISSION

Workshops of the Future ~examples~

## We have already started building “Workshops of the Future”

### case 03 Variable production lines enable haute couture product production

When building a “Product of the Future,” sometimes an existing production line may not be compatible with the production project. With this possibility in mind, factories at JOHNNAN redesign production lines to suit the products they are going to produce, meeting diverse needs, such as for variable-mix, variable-volume production. Also, when necessary, they set up a clean room one day and turn it into a booth the next day to make something different. Production lines that are flexibly changeable depending on the purpose help bring the production of “Products of the Future” into reality.



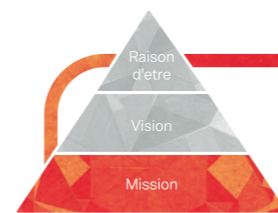
### case 04 Parts forming technology that makes one-of-a-kind products possible

JOHNNAN forms a wide variety of parts, from those for automobile production lines to conveyor parts for semiconductor production lines and scaffolding parts for aircraft assembly, starting from conceptual design and using machining and canning technologies. We meet diverse needs with our parts forming technologies we have developed in a wide range of industrial fields. You can ask us to build a one-of-a-kind part into which you have put your thoughts. Here is a seed of “Workshops of the Future,” which will support the JOHNNAN VISION 2050 and grow it into reality.

### case 05 Kyoto Shisaku Net, an incubator of “Workshops of the Future”

With the recent acceleration of open innovation, there has been burgeoning demand for joint prototyping with outside partner companies in the process of developing products and services. As a member of Kyoto Shisaku Net, a general incorporated association, JOHNNAN works with other member companies to promote the support of agile development in a wide range of industrial fields, covering everything from prototyping in the development phase to prototyping for mass production. Agile development is a system- and software-development technique characterized by the repetition of planning, execution, and evaluation in small units. It features a shorter development period than conventional techniques and enables speedy fulfillment of diverse client needs. We hope that our involvement in Kyoto Shisaku Net will give birth to “Workshops of the Future.”

Takashi Koshiba  
West Japan Business Dept.-II  
Design & EMS Company  
JOHNNAN Corporation



# MISSION

Navigators to the Future



## We foster more “Navigators to the Future” who will lead monozukuri.

“Navigators to the Future” refer to those who listen to each client’s wishes with an open heart and mind and walk with the clients as Navigators along the path to the completion of the “Products of the Future.”

Only those who have this mindset are able to identify the Workshop that has the necessary technologies to make a given wish of a client come true, and build up the best team for the mission.

JOHNNAN will foster 1,000 more Navigators by 2050. These 1,000 Navigators will all be employees of the JOHNNAN Group. Some of the Navigators may lead monozukuri at production sites, others may take over management of companies of the Group based on their experience at leading production sites, while others found companies of their own within the Group. Anyone with a mindset of making every effort to serve their clients has a chance to become a Navigator. From now on, being a Navigator who gives shape to each client’s wishes will be a requirement for team leaders and managers at JOHNNAN.

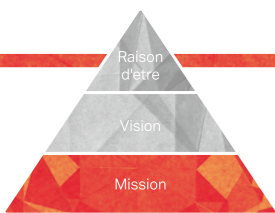
To foster more “Navigators to the Future” who will lead monozukuri is one of JOHNNAN’s missions toward 2050.



KGI

1,000 more Navigators to the Future  
(10% from managers, 90% from team leaders)





# MISSION

Navigators to the Future ~examples~

## We already have “Navigators to the Future” in action.

Presented below are only some examples of our ambitious efforts to foster “Navigators to the Future” and the fruit of such efforts.

### case 01 Navigators who turn factory issues into new products

Casual communication with a client inspired certain Navigators to come up with a new product. At this client’s site, factory work generated oil stains, and workers had trouble cleaning them up at all times. Learning about this issue led to the development of Aburatoru, our oil absorbent. To cover diverse client needs, the development team was joined by a wide range of partner companies from in and outside our Group, and the product was developed extremely quickly. Today, Aburatoru comes in a wide range of shapes with various functions, expanding into over 100 items, and is used in supermarkets and restaurant chains, as well as in factories.

**Comments from an employee in charge**  
Product development based on firsthand experience of monozukuri

JOHNAN operates manufacturing facilities of its own, so we are familiar with the shop floor environment and are aware at first hand that oil stains may affect work safety and efficiency in the factory. That is why we were able to take this issue of the client as our own and develop Aburatoru. Furthermore, JOHNAN is able to have auxiliary materials for factories (consumables, not primary materials), such as Aburatoru, lead to the development of products that meet client needs, such as clients’ private-label products and custom-made niche goods. This is one of the fields where JOHNAN proves its unique value.

**Terumasa Fujiwara**  
Strategic Marketing and Sales Marketing Management Div.  
Monozukuri Platform Company  
JOHNAN Corporation



### case 03 Fostering of leaders of monozukuri at production sites

Efforts to foster “Navigators to the Future” have already begun at our bases outside Japan. JOHNAN SIAM CORPORATION LIMITED in Thailand (later called “SIAM”) provides employee education on “the Five S’s” (Sort, Set in Order, etc., the basics of manufacturing, and Japanese lifestyle habits and culture, as well as basic Japanese language, helping local employees adjust to collaborative work with JOHNAN Corporation. On-the-job trainees dispatched to Japan learn about leadership and teamwork through the JOHNAN Group’s network of people active at the forefront of monozukuri, return to Thailand, and then serve as team leaders at their own work sites. This positive cycle of personnel growth has started to work.

**Comments from an employee in charge**  
Shift from a “training center” to a “dojo,” a place that guides personnel to growth

Before its acquisition by JOHNAN, SIAM used to be run by a different parent company. In those days, employees of the predecessor of SIAM called their office a “training center” because they took it for granted that once they learned job skills, they would leave and make a career move in search of better working conditions. Since it became a Group company of JOHNAN in 2019, however, SIAM has stuck to the principle of fostering highly skilled and motivated human resources, and has taken actions to serve this purpose, such as education for on-the-job trainees. SIAM has also started to evaluate each employee’s skills properly. Thanks to these efforts, its turnover ratio improved significantly from 29% before the acquisition to 17% in 2021, and then to just a few percent. I strongly feel that SIAM has transformed from a “training center” to a “dojo,” a place that guides personnel to growth. I hope that many employees of SIAM will grow into “Navigators to the Future.”

**Kraiwan Duangsri**  
JOHNAN SIAM CORPORATION LIMITED  
Engineering Dept.

### case 02 Proposals that exceed client expectations by utilizing a wide variety of accumulated technologies

JOHNAN boasts a wide variety of technologies for building both devices and processes, as well as accumulated experience and knowhow covering a wide range of industries. A client once consulted us about the removal of burrs\* from a product. This client had issues other than deburring. Under the leadership of a Navigator, some employees got together and exchanged their ideas and wisdom to propose the optimal process layout to the client. JOHNAN’s conveyor system that connects one facility to another is highly reputed for its speedy transport and vibration control techniques. Navigators will network Workshops in the future, and JOHNAN’s excellent teamwork as shown in this case will certainly satisfy clients.

\* Ridges and bumps produced in metal machining



# Path followed to the development of JOHNNAN VISION 2050

In October 2022, JOHNNAN celebrated the 60th anniversary of its founding. Today, it conducts business in collaboration with a wide variety of stakeholders around the world. In the course of JOHNNAN's attempts to further grow as a public entity, we have realized the importance of identifying what must not be changed and what should be changed, and providing guideposts that all people who belong to JOHNNAN should follow with the same lofty aspirations. This realization has led to the development of "the JOHNNAN Way" and the philosophical system that includes JOHNNAN VISION 2050. The board members and employees discussed with each other JOHNNAN's reason for existence, strengths, and possible ways of serving society toward the future, providing a great opportunity for people from different workplaces to get to know each other and deepen their mutual trust as companions.

## Mar. 2018 to Jun. 2020

### Launched the "Pursue the JOHNNAN Way" project

In 2018, the "Pursue the JOHNNAN Way" project started. This project was an attempt to identify the sense of values JOHNNAN had cherished since its founding and redefine them. Originated by JOHNNAN founder Matsuo Yamamoto and grown by him and his working companions, this sense of values has been crystallized into three mindsets: "Gather Around," "See," and "Make." We have confirmed that these are what make us JOHNNAN. This sense of values is connected to the recently formulated JOHNNAN's Raison d'Etre (reason for existence) and its statement.



## Sep. 2020

### Launched the Ultra-long-term Vision Development Project

Formulation of ideas for the project started at JOHNNAN Headquarters in Kyoto under the leadership of President and CEO Yamamoto. In November of the same year, 15 junior and mid-career employees from different departments were selected for the project, and the Ultra-long-term Vision Development Project started. First, these project members had "Pursue the JOHNNAN Way" meetings. Over the following two years since then, other employees from different lines of work and work locations joined to expand the project, and all these people discussed the future of JOHNNAN from a wide range of perspectives.

Read page 26 and see how motivated toward the future the project members are!



## STEP 1 Jan. 2021 to Jul. 2021

### Shared the same mindsets and examined assumptions for JOHNNAN VISION 2050

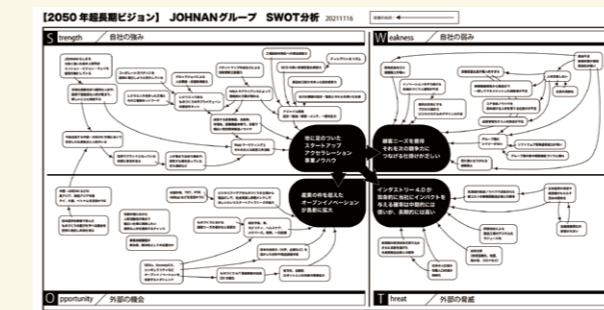
After the launch of the project, the project team started to collect information that may be related to the Vision. The project members from different countries and regions assembled online, partly due to the spread of the novel coronavirus, and they had discussions for an estimated total of about 650 hours, including separate examinations. During this period, temporarily freed from their day-to-day roles, the project members immersed themselves in consideration of JOHNNAN's future and what the Vision should be like. Given their diversity, the members had valuable time to get to know each other and share the same mindsets. They split into four groups to bring individual assumptions to the board members for visionary interviews. Through such interactions, the employees and the board members, including the President and CEO, shared common and diverse views, getting the project into full swing.



## STEP 2 Aug. 2021 to Nov. 2021

### Performed Group-wide SWOT analysis

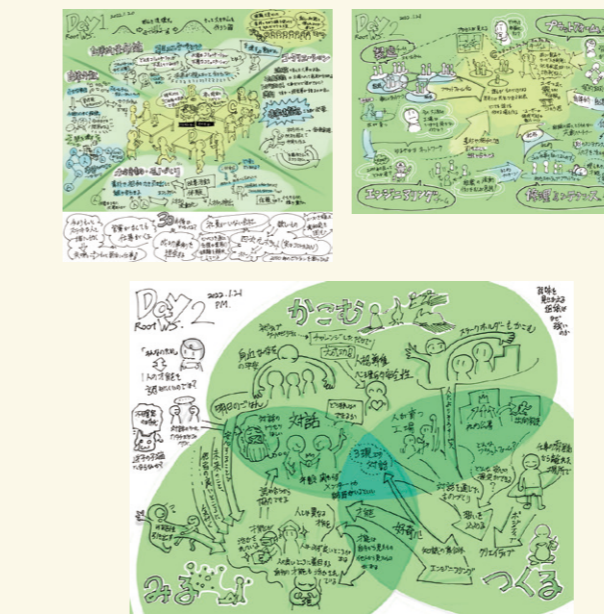
The nine board members all gathered to hold a management camp session, where they identified and discussed JOHNNAN's strong and weak points from every aspect in light of the megatrends of 2050 and beyond. Based on the views given there, Yamamoto himself interviewed 21 employees in managerial positions to perform Group-wide SWOT analysis. It turned out that they had a solid consensus all along: JOHNNAN's greatest strength was knowhow of down-to-earth startup acceleration business, and this strength was supported by a wide range of technologies, cultures and partners. Then, the strengths were viewed from the opposite side to identify JOHNNAN's weaknesses, and short-, medium-, and long-term plans, and countermeasures needing to be executed were developed.



## STEP 3 Oct. 2021 to Mar. 2022

### Explored the roots of monozukuri

JOHNNAN's roots editing (study of the roots of monozukuri) was conducted based on research materials concerning the theory that humans autonomously act and live by their own will and principles; autonomous decentralization; co-creation; minute things and monozukuri; and more. The 21 General Managers and higher-rank managers were interviewed again, this time mostly by project members, to study how the following three mindsets that made the company JOHNNAN were connected to the roots of monozukuri: "Gather Around," "See," and "Make." The project members reconfirmed that these mindsets were the foundation of JOHNNAN's business.



## STEP 4 Dec. 2021 to Jan. 2022

### Examined assumptions for the 2050 Mission

Next, the project team categorized the services that supported JOHNNAN's business into four types: platform services, engineering services, production services, and repair and maintenance services. The project members reflected their own workplaces and discussed the present and future of these four types of services. The members split into groups, and each group examined JOHNNAN's missions that they wanted to achieve by 2050 and presented the results. There was one thing common to all the groups: a wish to have many people realize the enjoyment of monozukuri for both makers and users.



## STEP 5 Feb. 2022 to Jun. 2022

### Discussed and developed the Raison d'Etre

In 2012, we developed the Mission: "On the basis of a spirit of liberty, equality and fraternity, we build a society in which our children can live in hope." This time, to this Mission, we combined the sense of values that made the company JOHNNAN, or "Gather Around," "See," and "Make," redefining JOHNNAN's reason for existence, or "Raison d'Etre," as a part of its philosophical system. The Raison d'Etre was approved at a board meeting and stipulated in Article 2, Chapter 1 of the articles of incorporation of JOHNNAN Corporation under the approval of this modification to the articles of incorporation granted at the ordinary shareholders' meeting in June 2022.

## STEP 6 Feb. 2022 to Jun. 2022

### Discussed and developed JOHNNAN VISION 2050 and JOHNNAN MISSION 2050

In light of the study and discussions conducted so far and based on the Raison d'Etre, the project team developed where JOHNNAN should reach (Vision) and what it should do (Mission) by 2050. The Vision and the Mission were approved by the project members, who had worked together on discussions since 2021, and then at a board meeting. Later, we finally started planning and developing the Vision Book, which you are now reading.







## PROJECT MEMBER



Machinery Dept.  
Machinery Solution Company

### Hiroki Iwasaki

"I aim to create a workplace and environment filled with the energies of young next-generation employees. As an engineer, I will fire myself up and press on to become a 'technology evangelist' to younger people."



Machinery Dept.  
Machinery Solution Company

### Kensaku Ueda

"I was inspired by the opportunity to think about things in a different scale of time than usual. I will utilize this experience as a 'tool to extract what makes a thing the thing,' and spread a wave of empathy."



MRO Div.  
Monozukuri Platform Company

### Toshihiro Ueno

"Turn your eyes to the hopes of the people around you. Through trial and error, do the best to fulfill them. Each of us makes one small ambitious effort after another, and the sum of these efforts will combine into a driving force to fulfill JOHNNAN VISION 2050. Let's just start together from where we can for now!"



East Japan Business Dept.  
Design & EMS Company

### Kentaro Endo

"I hope that people who pick up this book in 2050 will feel the enthusiasm of those who were involved in the project, even in a small way, and that the book will serve as an aid to those readers in discussing the coming 50 years."



Thailand Dept.  
Design & EMS Company

### Tomoji Koda

"I am grateful for having been involved in this project as a project member. I will keep working so that every person involved in our effort to 'keep building a society where our children's generation can be hopeful for the future' can realize the fruit of the effort."



Strategic Marketing and Sales  
Marketing Management Div.  
Monozukuri Platform Company

### Kikuko Koumura

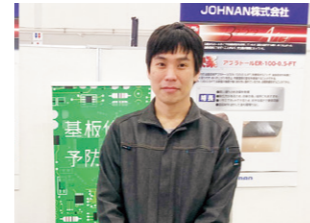
"JOHNNAN VISION 2050 is packed with our company's ideals and wishes. I hope that it will provide new guideposts for company growth and motivate sympathizers to come together."



Repair Dept.  
Monozukuri Platform Company

### Yuki Takahashi

"I have been involved in the project from the initial stage. I believe that there is a future that only those who send out a message can hold in their hands. I will strive to contribute to fulfilling the Vision."



MRO Div.  
Monozukuri Platform Company

### Shogo Taniguchi

"This project gave me an opportunity to discuss the future of the company with people I had never had any connections with. This experience is a great asset for me. Thank you all so much."



Finance and Accounting  
Management Div.  
Corporate Planning Dept.

### Yuki Hayashi

"I am glad to have had the opportunity to be involved in the project. For the fulfillment of the Vision, I will play a leading role so we can obtain understanding and support from our stakeholders as well as within the company."



Strategic Marketing and Sales  
Marketing Management Div.  
Monozukuri Platform Company

### Keiichi Hirose

"I have been close to my grandmother, and I saw myself in the young man described in the book. I am grateful for having been involved in the making of the book, feeling as if I was the main character of the story."



Planning and Coordination  
Management Div.  
Corporate Planning Dept.

### Kazuhiro Minorikawa

"We have put together a book for dialogue, thanks to the help of over 40 people and the hard work of three project office staff members. I cannot thank them enough. When more people gain or renew their understanding of the future of JOHNNAN, I would be happy if it was this book that gave them the opportunity to do so."



Strategic Marketing and Sales  
Marketing Management Div.  
Monozukuri Platform Company

### Takeshi Miyamoto

"We once imagined a future when we would fly in cars and travel through time, but such a future has not materialized. The future that has come instead is gloomy with realities, but all the more for that, and despite that, we should hang in there. The book we have made gives us the strength to do so."

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Authors	Mitsuyo Yamamoto and Edge International, Inc.
Art director and illustrator	Takeshi Miyamoto
Art designer	common graphic Co., Ltd.
Editorial support	Katsuhiko Kohara (Professor at the School of Theology, Doshisha University) Recruit Co., Ltd. Editorial Engineering Laboratory Co., Ltd.
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Contact : [vision2050@johndan.com](mailto:vision2050@johndan.com)

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# Instructions for JOHNNAN's original origami craft

## Origami craft concept

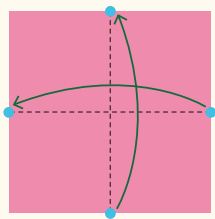
JOHNNAN's original origami craft depicts the way we display our individualities and connect to each other to create something that shines. This concept is based on the JOHNNAN VISION: "We give shape to each person's hope and mount it in every corner of society."

### What you will need

- Eight sheets of translucent paper
- Glue stick

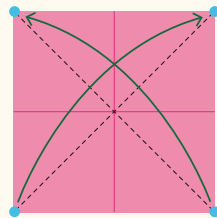
Fold each sheet separately, and then combine the eight parts into one. In 1 to 8, you will fold and unfold one sheet. In 10 to 20, you will use the glue to finish the eight parts, and glue them together.

1



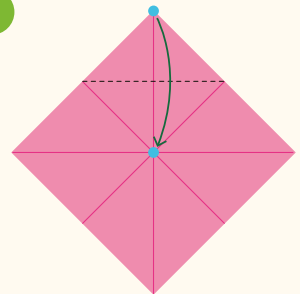
(Sheet facedown)  
Fold along the dotted lines and unfold.

2



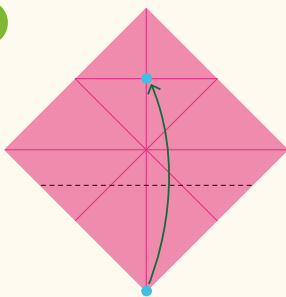
Fold along the dotted lines and unfold.

3



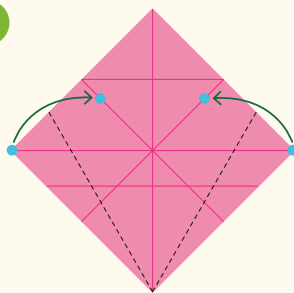
Fold to the center to make a crease along the dotted line, and unfold.

4



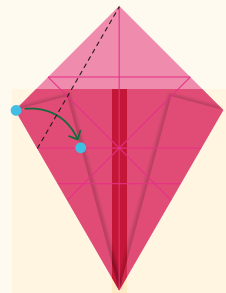
Fold along the dotted line to the crease you just made in 3, and unfold.

5



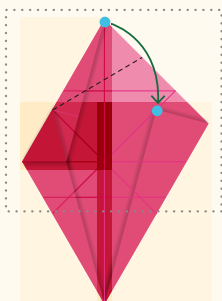
Fold along the dotted lines.

6



Fold along the dotted line.

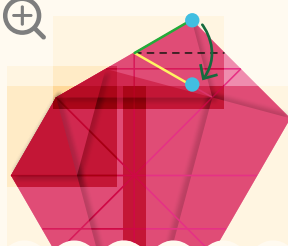
7



Fold along the dotted line.

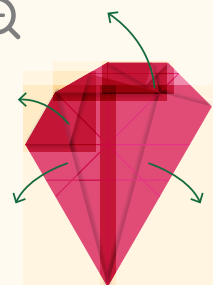
8

8



Fold along the dotted line to align the thick lines together.

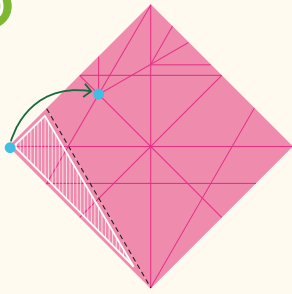
9




Unfold.

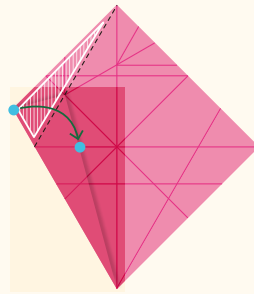



10



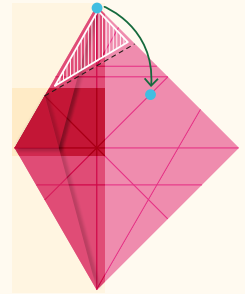
Apply glue on the area marked , and fold along the crease.


11



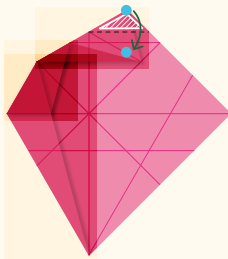
Apply glue on the area marked , and fold along the crease.


12



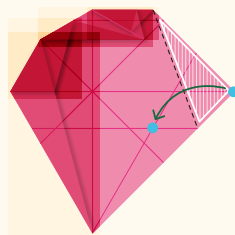
Apply glue on the area marked , and fold along the crease.


13



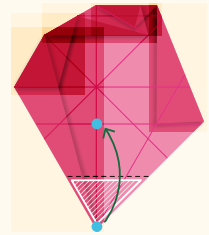
Apply glue on the area marked , and fold along the crease.


14



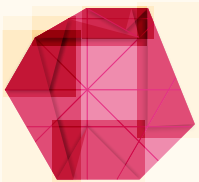
Fold along the dotted line. Apply glue on the area marked , and fold.

15



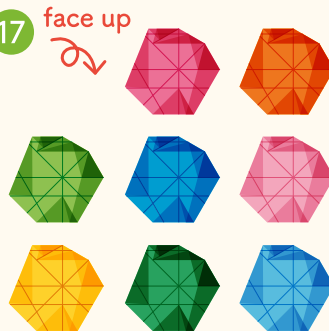
Fold along the dotted line. Apply glue on the area marked , and fold.

16



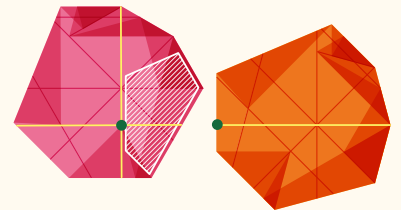
One part is now completed. Repeat the process for the remaining seven sheets.


17



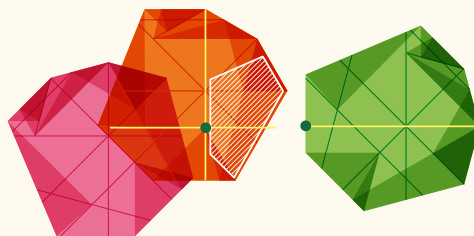
Turn the eight completed parts face up.


18



Apply glue on the area marked  on the first part. Align the dots marked "●" and glue the second part halfway over the first one.

19



Apply glue on the area marked  on the second part. In the same way, glue the third part halfway over the second part.

20



Glue the eight parts together, and the craft is completed.

Two parts glued together