

Thank you. I am very happy to be a part of this event which has historical significance not only for Fusion but also for the entire precision machinery industry.

No one can say that the precision machinery industry is a sacred domain that will never be affected by the economic downturn. As I am now working at Fusion, I only have one goal - to become the leading company in technology. This is not a dream. This is my commitment.

For that reason, I will make you three promises. The first is to visit every single branch office in Japan and talk with every employee. I will continue to communicate and share with them where we are headed in the future.

Second, I will take the initiative to increase our R&D investment. Innovation is necessary to become number one in technology in the world.

Last, I will bring the global standard to Fusion. We have good business momentum in Japan, but it lacks presence globally. To survive for the next fifty years, we need to establish our presence in the global market. I expect you to become global business associates.

The first step is to make English our corporate official language. We are no longer a Japanese company; we are a global company. Meetings and documents will gradually switch to being conducted in English. In two years, all communication in meetings, even those only attended by Japanese employees, will be in English. All documents will also be written in English.

Let me tell you one more thing before I close my speech. You will be challenged to do something that you have never had to do. We all feel scared when we try something new. I have been there, but survival has nothing to do how big or small a company is. It has to do with whether you can make the necessary changes.

We must move forward without fearing mistakes. I am convinced that today, we are marking Day 1 of our endeavor to become the technological leader of the world.