

Managing Director's Chat Room



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Managing Director

? **How do you comment on the Group's performance in 2005?**

- In 2005, we achieved distinction in many aspects that go beyond products and financial performance. I would say that we made more things happen, with record high net profit. We gained market share in mobile display IC area and started mass production of large display ICs. New products with innovative technology, like microdisplay and bistable display, were introduced that inspired people to view the world in a new dimension. We were dedicated to developing employees with the right company culture. Last but not least, we cared about the society with environmental protection projects as well as other philanthropic activities.

? **Could you share with us your philosophy of running a global business?**

- As the Managing Director of the Group, I always have to see the intricacies of business and come up with a solution with impact. Therefore, I follow three logical steps, namely vision, execution and "built to last", to run the Group's business.

First of all, I need to establish the vision with key principles and directions of business, based on the wisdom of anticipating the dynamics of changes. After rounds of discussion and refinement, I have to make sure the vision is communicated clearly.



Regarding execution, we need to tactfully prioritize and allocate resources as there are numerous ever-changing factors coming in that will affect our original plans.

“Built to last” is something that we plan for the future. At this point in time, we want to build solid foundation for the Group to expand into the future. The foundation includes the customer base, quality of our employees, the company’s culture, core competences and so on.

? **People always say that “it is easier said than done”.
How could you ensure the Group’s plans are executed rightly?**

- Yes, execution sometimes comes with moments of indecision. For a manager, every day he faces problems and difficult people, and the manager has to lead and make tough decisions.

Further, the outcome of execution has to be measured and be rewarded accordingly. All the Group’s major plans start with SMART⁴ goals and have clear ownership. Agreed goals will be conveyed to those responsible, and scoreboard and results will be reviewed regularly. In this way, I can ensure that the Group’s plans are executed rightly and timely.

4. SMART stands for Specific, Measurable, Achievable, Relevant and Time-bound.

? **"Built to last" sounds interesting, in fact what elements are there?**

- "Built to last" is a systematic approach to develop the Group in the long term in respect of its business integrity, core competences, culture and employees' attitude. In pursuing these long-term objectives, we need to strike a balance between long term principles and short-term performance of the Group, and to plan wisely for the resources allocation.

Furthermore, in order to be successful in the marketplace, the Group has to establish its own practices of business and instill the right attitude in its employees that can make the Group competitive and respectful in the industry. Ultimately, such practices will become the culture of the company.

? **The annual report states "growing from strength to strength". What are the Group's strengths now and where does it aim to excel in the future?**

- I think it is widely known that the Group has a dominant position in the mobile display IC area, having more than 20% global market share that was built within a few years. In the future, I would like to see the Group in the top 3 in the world for the overall display driver IC market.

Before the Group can achieve that position, it needs to excel in the large display IC area, whose current global market size is more than US\$2.5 billion a year. In addition, the Group's direction is to develop more new display ICs, namely bistable display, microdisplay, LED ICs and display system ICs for the high volume market.

In short, the Group will provide total display IC solutions for various market applications and aims to excel in both display panel area and display system area.