

●Title

Sato-san's 1st anniversary of becoming president ~ Happy New Year 2023! ~

●Subtitle

Looking back on 2022 and resolutions for 2023! "New landscape" that I have seen since I became president

●Thumbnail



●Introduction

In 2023, the first My JATCO after the new year will start with a New Year's interview with President Sato-san. A year has passed since Sato-san became president. In the interview, we enjoyed talking about "new landscape" from the president's perspective, a summary of 2022, goals for 2023, etc. in a question-and-answer format. Read Sato-san's interview and start the year with a fresh feeling of "expanding your possibilities"!



Taken at Fuji a district 9 factory "Fairlady Z" exhibition area

●What is the “new landscape” that you have seen from the department head to the president?

Mt. Fuji 🌄! Mt. Fuji seen from the president's office looks very different. Mt. Fuji is the most unusual scenery since I became president (laughs). Becoming president, I can see outside of the company more compared to my previous position. The movements of industry, suppliers, and economic organizations are much clearer. On the other hand, what makes me little sad is that it becomes harder to see what's going on inside. But I understand that is the nature of president position, and leave the invisible parts to you.

●What have not been changed even if becoming president?

What have not change are the feelings towards the company and the employees. Both are something I want to value and never change.



A photo taken right after Sato-san took office as president. Mt. Fuji seen from the president's office is a great view!! 🇯🇵

## 2022 Sato-san's big event

### No. 4: Ukrainian War

The war started in February, but I never thought something like this would happen. Even though the corona crisis continues and the economy is damaged, I wonder if there will be another blow. I felt in 2022 that it became an era where I could not read more and more.

### 3rd: Having a daughter-in-law

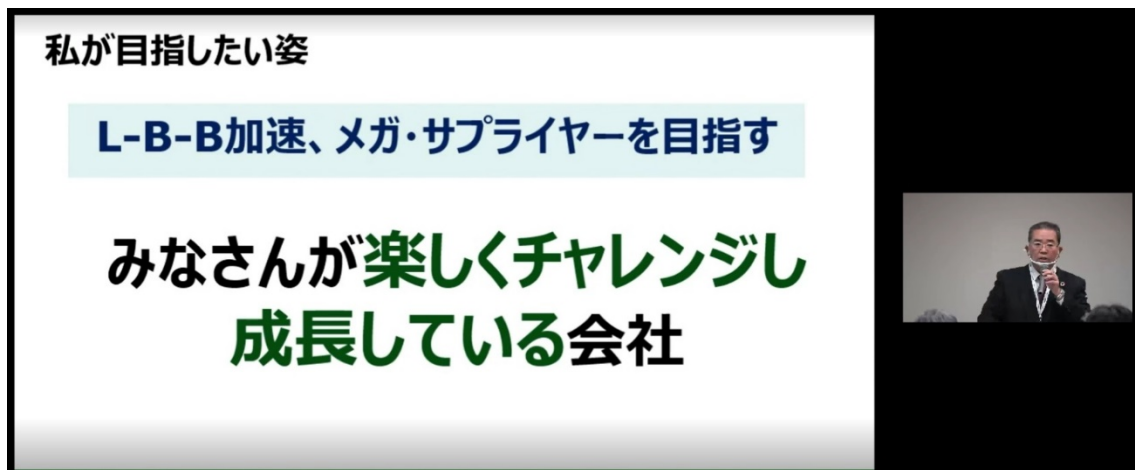
For the first time in my life, I have a daughter-in-law (public relations note: my son got married last year). Since we live apart, we don't live together every day, but what do you like about souvenirs and year-end gifts? It was a year of thinking and buying (laughs). It was fun, but I still don't really know how to approach it!

### 2nd: Place Automotive Engineering Exhibition

In May, I had my first experience speaking in front of the media at a press briefing. I was very worried about how to convey my message well. It was a difficult experience for me, wondering how much I could satisfy the media, but it was fun!

### 1st: Being the first president

The first is that I became president. Around the end of November 2021, I was suddenly told that I was going to be the president, and I only had about a month left until I assumed the position, so I spent my time fumbling about taking over from Nakatsuka-san. When everyone in the Global Public Relations Department told me that it was an inaugural speech, I thought, "Are you going to give an inaugural speech even though you're not even the president?" While thinking, I was thinking hard about the inaugural speech at the end of the year. In that sense, it was the best incident of 2022 for me.



Broadcast of president's inaugural speech. When Sato-san took office as president, he declared, "We aim to be a company that enjoys taking on challenges and growing." (Speech date: January 7, 2022)

## 2022 Other Topics

### ● In 2022, you visited overseas AFLs. What are your thoughts on each AFLs?

Recently, I visited our overseas offices. I have the impression that the interaction with Japan has been greatly reduced during the COVID-19, and even that situation each AFLs is now able to do things on their own without Japanese support.

### ✓ **Comments for each AFLs** \* Listed in the order of bases visited by Sato-san.

#### • Jatco Mexico (JMEX)

JMEX is very busy with preparations for the new CVT launch. Engineers and on-site workers are working hard to launch the new line. Please continue to do your best.

#### • Jatco U.S.A. (JUS)

JUS has new initiatives, and makes more efforts on that than before. They resolved the



problem caused to 9 speed AT in no time, and I feel that they are acquiring such competence.

• Jatco Korea (JKE/JKS)

JKE/JKS has a different approach to DX from Japan, and I feel that they are good at it as a country. I hope they will proceed with DX in their own way.

In addition, JKE/JKS's sales staff are personally reaching out to new customers and taking on the challenge of seizing opportunities. Please do your best.

• Jatco Thailand (JTL)

JTL supports other company with their own strengths of JEPS. They are challenging so hard to find new businesses. Please do your best.



• Jatco France, Barcelona (JF Barcelona)

I felt that everyone in Spain has a generous heart! When I was on a business trip to Spain, Japan beat Spain in the World Cup. I thought that the Spanish people would use sarcasm, but they were big-hearted and confidently said, "It's good, we're going to the top together."

• Jatco France, Paris (JF Paris)

I was very happy to hear that they would explore a business to sell their development

benchmarks and experimentation capabilities through a test course in Spain. I would like to tell you to do your best in ongoing business contest.

• Jatco Guangzhou (JGZ)

Unfortunately, I haven't been able to go to China due to restrictions on immigration due to the COVID-19, but I'm getting information that people in China are active even remotely. I would like to tell them to do their best with the drive unit that they developed themselves. I will definitely go when COVID -19 calms down.

• Jatco Suzhou (JSZ)

In the midst of the COVID -19 crisis, when the government seemed to stop unit production, everyone at JSZ worked hard to stop it. With the daily PCR tests, the government has even provided support, and I think they are successfully surviving the COVID -19 crisis. They are also contributing to our operating income, so I hope they will continue to do their best. Like JGZ, I will definitely go when the COVID -19 calms down.



● What I want to challenge in 2023

• **Challenge 1: I want to successfully conduct a demonstration experiment with Fuji City on a bicycle drive unit.**

- **Challenge 2: I want to explore technologies to achieve carbon neutrality**

I would like to discover carbon-neutral technologies that should be used around 2040 by the end of 2023.

- **Challenge 3: I want to make people laugh at my son's wedding**

I'm worried about how to make my son's wedding speech in June laugh, and how not to cry, so I'm thinking of trying it (laughs).

- **Finally, a message to all employees**

As I mentioned earlier, I have traveled abroad. What surprised me the most was that there are many electric ○○ in each country. It's also made by a manufacturer I don't know, and changes are coming faster than we expected.

In 2023, we would like to change big so that we don't miss the change. Don't hesitate to change yourself towards change, and let's take on new challenges together with excitement! Thanking you in advance.



Let's continue to challenge ourselves in 2023 and enjoy the changes!