

Title

Let's ask the executives!

Sub-title

Welcome back and Nice to meet you



Lead

We asked the executives a variety of questions, from work to their private lives!

This year, we spoke with Executive Vice President Inoue (CVP) of the Production Division, who returned from JATCO Mexico for the first time in five years, and CVP Omori Masaru of the Purchasing Division, who came from Nissan.

Please enjoy this article!

●Inoue, Managing Executive Officer (CVP) / Production Division



Q. This is your first return to Japan in five years since 2019. How is Mt. Fuji again?

A. I don't think it has changed that much, but the Area 4 in particular has become much nicer. Also, as I walked around town, I made various discoveries, such as, "That store has disappeared."

Q. Please tell us about your life in Mexico.

A. Mexicans are positive! "I can do it!" This is the stance that Mexicans take. I make assertions where I should. Japanese people tend to be humble.

Mexicans ask a lot of questions at GEM (Global Employee Meeting) too. Because they are proactive, and good at self-promotion. Work life is also very important. When I ask for a job, I often get the reply, "Ahorita." It means "soon," but I don't know if that means now or until tomorrow (lol). That's a useful word.



Q: I heard that you placed special emphasis on communication.

A. When I became president, I had ideals in mind, and I was thinking about how to get closer to those ideals. One of them is communication.

I took great care of the PR department. At the time, they played videos of soccer games during lunch, but I wanted to provide more information about the company. That's where the revolution began. Since information from top management is important, we film in-house interviews on a weekly basis and compile them on a monthly basis. That's what I was reviewing. They introduce examples of improvements they have made and share things they have been praised for. For the first four years, I reviewed the video top messages, but from the fifth year onwards, I had the local VP do them. There was some resistance at first, but gradually people, especially those at management level, began to understand. Even at meetings, I explained what I wanted to do and enthusiastically said, "If you sympathize with my goals, please help me."

Q. Based on your experience thus far, what kind of company would you like to make JATCO into?

A. I would like to make our company highly profitable by having highly capable employees who have a strong spirit of adventure and can work freely. I say revenue because this source of capital will also become the source of funds for infrastructure, employment, etc. This is what connects highly profitable companies.

Q: Please tell us about your ambitions for the future.

A. We will do our utmost to create a workplace where everyone can work with high motivation and excitement, not just in the factory but in the office as well.

Q: What is your best memory from your corporate career so far?

A. Although flashbacks come back to all the hardships and trials, the one I remember most vividly is the roughly two-month shutdown caused by COVID-19 that I experienced while I was president of Mexico.

Many issues had to be addressed in a short period of time, including providing medical support to infected patients, ensuring the safety of employees, implementing up to 80 virus prevention protocols (procedures and standards to prevent the spread of infection), and securing operating funds. It was difficult, but because I make an effort to communicate with my employees on a daily basis, we all worked together and somehow managed to get through it.

Q: How did you learn Spanish?

A. In 2004, when I was assigned to help launch JATCO Mexico, I studied diligently using a vocabulary book. About 10 books in total. At that time the official language was Spanish,

not English. Everything from morning meetings at the site to daily operations such as processing training is conducted in Spanish. It took me about four months to memorize it. By the time I was assigned to my first post, I was able to have everyday conversations. Surprisingly, I hadn't forgotten my Spanish when I was assigned to take up my post as president, but local people did tell me that my level had dropped (laughs).

Q: Please tell us what you keep in mind as a working member of society.

A. "Be polite and value human relationships!"

This may seem obvious, but it is something I value as a member of society.

Q: If you have a motto or a bible, please tell us.

A. "Good Bosses Make Their Employees Bad" Author: Jean Francois Manxoni/Jean Louis Barsoux

This is a book I read when I was a section manager. The teaching is that it is more important to build trust with your subordinates than to criticize, manage, or follow up. It may be easier for subordinates to be managed, but they will not develop that way. I am conscious of motivating them to improve their performance.

Q: What are your hobbies? (How to spend your holidays, etc.)

A. I loved golf when I was in Japan, and even in Mexico I often went golfing on weekends. Also, since I could speak some Spanish, I was able to enjoy myself in the local community. The golf caddy was also a friend of mine, and I also had the opportunity to have meals with the local members.

Q. When you were younger, your hobbies, your favorite photos?



Inoue is around 27 years old. taken by an employee while he was president of JATCO Mexico.

● Omori Managing Executive Officer (CVP) / Procurement Division



Q. You have only just taken up your position, but based on your experience thus far, what kind of company would you like to see JATCO become?

A. I would like to increase JATCO's name recognition. JATCO is fairly well known within the automotive industry and within Shizuoka Prefecture, but if the opportunity arose I would like to take on the challenge of making the company known to people outside the industry as well.

I learned about JATCO's various ventures outside of automobiles in May last year when the Nihon Keizai Shimbun (Japan Economic Newspaper) reported on CEO Sato's press briefing at the Yokohama Automotive Engineering Exposition. As for the conversion EVs that JATCO is working on, there are a certain number of people who drive classic cars, so I thought it would be great if they were to take on this kind of initiative, but I was surprised to hear that they are actually working on it.

Personally, I think that if we put some effort into handing out novelties to customers, it could become a talking point.

Q. What are your impressions of JATCO and Fuji City?

A. It may be due to the environment we are in, but I am excited to see the entrepreneurial initiatives that CEO Sato is promoting bear fruit.

Also, I've heard that it's amazing that Mount Fuji towers so close to Fuji City, but perhaps the people around me are tired of seeing it, as they never seem to react much (lol).

Q. Most recently, you served as Deputy General Manager of the Corporate Support Office at Nissan Motor Co., Ltd.

A. I was the technical assistant to CEO Makoto Uchida. When CEO Uchida visited JATCO headquarters in July last year, I was part of the event planning team, but unfortunately, I ended up contracting COVID-19 and was unable to attend on the day.



Q. What is your best memory from your career so far?

A. It's difficult to choose just one, but in 2004 I worked with Renault at the Vehicle Parts Procurement Department of the RNOP/Joint Purchasing Division. Since I joined the company in a technical field, I wasn't very confident in my English, but it was a big shock to me. The way we thought about work was completely different, and I realized how domestically I had been working. For example, when Japanese people share the same opinion in a meeting, they usually just nod and say "yes, yes," but the French will say "I agree" even if they are in agreement. You are good at expressing yourself. My experience working with various countries and suppliers, including France, is a great asset.

My relationship with JATCO began in 2018 when I was assigned to the Powertrain Project Purchasing Department of the APO/Joint Purchasing Headquarters. Now that I've come to JATCO, I plan to get around and explore different places like I did in the past in order to learn more. You have to go to a lot of different places to make sure they stay in your memory.

Q. Please tell us what you keep in mind as a working member of society.

A. "Express your gratitude."

I became more conscious of this after I went to France. The second thing French people say is "merci." It may be similar to the Japanese "sumimasen." I guess the rest will be something my wife will have to say (lol).

Regarding work,

- ① Do it as a team.
- ② Freshness of information is vital.
- ③ Ideals and reality.

We strive to do so.

Q. If you have a motto or a bible, please tell us.

A. I'm not Antonio Inoki, but "If you have energy, you can do anything." I think it's important to have a healthy mind as well as a healthy body. I always believe that if you have those two things, you can do anything.

Q. What are your hobbies? (How to spend your holidays, etc.)

A. I like watching basketball. I used to play soccer when I was a student, but since tearing my knee ligaments I mainly just watch. I'm from Shimane Prefecture, so I'm a fan of the Shimane Susanoo Magic, who play in the B1*¹ League. It is the only professional team in Shimane Prefecture.

Also, I like chocolate. I recommend IKEA chocolate bars.

Q. Please tell us about your hometown, Shimane Prefecture.

A. I am from Ama cho, Oki County, Shimane Prefecture.

This is the island where Emperor Toba was exiled after being defeated by the Kamakura Shogunate in the Jōkyū War (1221). I only lived on the island until junior high school, but when I was little, I spent all my time swimming in the ocean. I went to a technical college (Matsue National College of Technology) for high school, so I left my parents' home at the age of 15 and lived in a dormitory.

Q. When you were younger, your hobbies, your favorite photos?



Won the National College of Technology Basketball Tournament.



Eiffel Tower from my home in France



Mr. Omori when he was young.

*¹Japan's men's professional basketball league, B.LEAGUE Division 1.