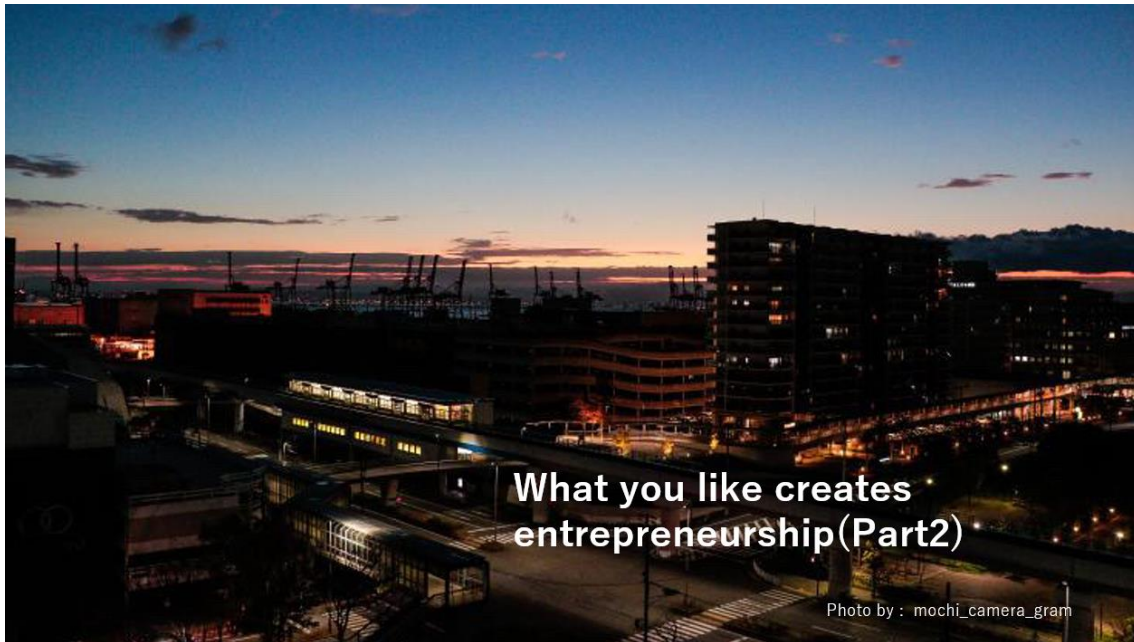


## What you like creates entrepreneurship (Part 2)



Starting in fiscal 2024, Entrepreneurship was added to our corporate philosophy values (T-E-A-M).

Why is entrepreneurship, which embodies the idea of "creating new value and businesses without fear of risk based on one's own desires and ideas," so necessary for JATCO right now? What is the vision that we are aiming for?

We had an interview with Nakagawa, Matsushita, and Hirai from the Corporate Planning Department, which serves as the secretariat. The second part will be about "the type of people we are looking for and the type of person we aim to be."



### **Is anyone already practicing entrepreneurship?**

Matsushita: We are currently looking for someone. For example, at the Mount Fuji Cycle Road Race in March this year, there was a "Fuji Tyranno DASH!" We held the \*<sup>1</sup> event, and it seems that at the time, Ms. Fujimaki from the Global Communications Department (currently in the Human Resources and General Affairs Department) was determined to do so, so she incorporated it into the program for that big event.

She had the core value of the social contribution that the company was looking for, and her desire to "make people in the community healthy through laughter" overlapped perfectly with what the company was looking for and what she wanted to do.

She wasn't the only one who wanted to do it; her boss, Mr. Kawakami, was also encouraged by her enthusiasm and said, "If that's the case, let's give it a try," even though it wasn't in the annual plan. Ms. Ichikawa and the rest of the social contribution team supported her vision and made the event a huge success. After hearing her story, and they said, "If it's something you like and matches the needs of the company, then let's do it," and with the cooperation of not only her but also local high school students and people from local companies, the circle began to expand. I think that kind of behavior itself is a great example of entrepreneurship. As a result, there was a lot of visible reaction on social media, such as "JATCO is amazing for holding such an event" and "The CEO is so funny". Although it is not a new business, we plan to look for and interview people who have the same enthusiasm.

\*<sup>1</sup>A foot race in which participants wear Tyrannosaurus costumes, said to have originated in the United States. JATCO carried out the event in collaboration with Fuji Municipal High School and other companies, with the aim of making local residents smile and feel happy.



The "Fuji Tyranno DASH!" event held in March

Nakagawa: It's also important to have an atmosphere of support from those around them.

If someone says that they want to study 10 to 20 percent of things that are unrelated to their current job while still doing their daily work, I want their boss to say, "Oh, that's interesting. I want them to say, "That's fine." It would be great if it created an atmosphere in which those around you who see your attitude are impressed and can learn from you. "Is that okay to do?" Or something like that. Even today, there are many bosses who say, "No, no, I'd rather you do it." Are his subordinates being reserved? Are you too busy to do it in the first place? It depends on the person, but some people think, "You shouldn't do that." We will nurture the next growth opportunity while continuing our existing business. It's difficult, but I hope we can gradually change that.



(From left) Nakagawa, Matsushita, and Hirai

**Not only the person's will but also the supporters are important.**

Hirai: There may be only a limited number of people who are willing to step forward and strongly desire to do something, but in order to do so it is extremely important to increase the understanding and support of those around you. I don't think we'll be able to move forward unless we accept this attitude as normal. Mentally speaking,

I think we all need each other.

Nakagawa: I hope you will find what you really want to do at JATCO. I want to make our company one that can do that. I want to make this company where everyone can do what they want to do. As long as you have something you want to do, you can study on your own and keep learning. What you want to do is your "aspirations," so I think it is linked to social issues. I want to contribute to that world. There you can find your own purpose. It's difficult to get everyone to participate at once, but I think it would be good if even one or two people joined.

Hirai: Since we're starting our entrepreneurial journey after setting our purpose in 2022, our lofty goal is for each and every employee to have a strong desire to realize our purpose. I believe that one of the ways to achieve this is entrepreneurship. It is also included in the competency assessment for 2024.

- ①Continue learning new things.
- ②Thinking of new things.
- 3) Try new things, including taking risks.

We aim to have more employees who are able to achieve these goals.

### **What is your vision?**

Nakagawa: First, "find something you like." And I would like to increase the number of supporters who support this. From there, one or two seeds that lead to true innovation may emerge, and ultimately, these may become a pillar of revenue in 10 or 20 years' time. Perhaps we will be able to find talented people who can run the company from a CEO-level perspective. To achieve this, we can't continue doing things the way we do things now; I want our company to constantly challenge itself to do what we want.

Looking at other companies, they spend about 20% of their total work time on this. However, you need to be clear about what you want to do there and show it to those around you.

Hirai: We've added DX to our competencies starting this year, so first of all, although it's basic, I want you to be conscious of making your current work more efficient and avoiding unnecessary work as much as possible.

Many people at JATCO work on-site, and it is difficult to improve the efficiency of their work, but we are currently creating a dictionary of competencies that will help

employees understand how entrepreneurship can be demonstrated within their roles, and we hope that you will take advantage of this.

### **What are your future plans?**

Matsushita: Until last year, the Business Contest was a show of hands system, so it was something that only a select few were able to experience. However, this year, through dialogue with you all, we would like to carry out a project that will enable you to truly understand "why entrepreneurship is necessary at JATCO now."

Hirai: In June, we launched an "Entrepreneurship" section on our in-house portal. The definition of entrepreneurship is explained through lectures and videos, but each individual needs to think about what entrepreneurship means to them. We will think about how to link this with our penetration activities.

Nakagawa: I think it's the same as our activities to promote purpose, but "expand your imagination and think of new ideas in an agile way." This is different from previous skills. This is also part of IGNiTE\*<sup>2</sup>, which is being promoted by Mr. Matsushita, but I would like employees to understand this through this type of education and training. I think it's fine for each person to have their own entrepreneurial spirit when it comes to what they want to feel there. The ways of expression are endless! I said something good lol.

\*<sup>2</sup> A value-creating problem-solving program promoted by Nissan Motor Co., Ltd.'s Corporate V-up Organizational Development Department.