

## FY25 New Executive Introduction! Asked them many questions!

This is a popular corner where we get up close and personal with our new executives! This time too, we asked them a variety of questions, from work to their personal life. The speakers are Yoshiro Nakagawa, Vice President of the Development Division, who has been active in overseeing successive CVT units, and Hisashi Saito, Vice President of the Production Division, who served as the first general manager of JATCO (Suzhou) Automatic Transmission Ltd. (hereinafter JATCO Suzhou). Enjoy until the end!

### Yoshiro Nakagawa, Vice President



### Actually, I joined the company mid-career.

I am extremely honored and humbled to be promoted to executive position. The automotive industry itself is undergoing a period of major change, so we wanted to thoroughly consider what we could do to develop something that would please our customers. I joined the company mid-career in 2005 and worked on parts design at the Fuji headquarters. I have been working in Atsugi since 2010 and have now

returned to Fuji City for the first time in 15 years. At Fuji, I often take part in events such as shipment ceremonies and welcoming visitors as well as meetings.



Vice President Nakagawa was involved in the launch of Jatco CVT7, Jatco CVT-X, etc.

### **Does it work in the same way as the Earth's rotation?**

My fondest memory is when, while I was at Nissan, I had a heated discussion with Renault about our future two-pedal strategy. As a result, we decided to adopt CVT globally, and this was approved at each management meeting. That was quite exciting. Another example was when we globally launched the world's first CVT with an auxiliary gearbox, Jatco CVT7. Recruitment and production also expanded rapidly, so if a problem arose, the first thing I would do in the morning was meet with the vehicle factories and development teams in China, Thailand, India, Dubai, Europe, and the United States. It felt like I was working 24 hours a day, like the rotation of the Earth. It was a difficult time back then too.



Izu Kogen, where I often went to play while working at Fuji



In Shanghai after the presentation at the 2014 SAE-China Congress & Exhibition

### **Two mottos**

A phrase I cherish is, "Do today what you can do today." Tomorrow will bring its own issues, so the longer you put it off, the more work you will have to do. It is better to complete the current task now so that you don't end up with unnecessary work. Most of the time when we fail, it's because we procrastinate and end up with more and more work that didn't need to be done. Maybe it's just because I'm from

Kansai and I'm impatient (lol). I also like the saying, "If you try, you can do it. If you don't try, you can't do it." There are risks in acting without thinking, but being able to act makes a big difference. I think positively and act. Of course, there will be times when you fail, so I think the important thing is knowing how to accept that.



Saint-Germain-en-Laye, the town where I lived while working in France

### **What I learned from books**

In my 20s and 30s, I read history and business books like crazy. However, when you look at it from a macro perspective, what is written is the same. I concluded that I should always work with the awareness to make the right choice.

I was born in Kakogawa City, Hyogo Prefecture. It's an area where factories such as Kawasaki Heavy Industries are lined up. I grew up in my hometown until high school, and even when I was looking for a job at university, I just vaguely lived my life with the idea that I could choose a company from a list of job openings based on my grades (laughs). Young people today think about a lot of things in life. I don't even know the word "internship," and I've never even filled out an application form. It's hard to believe now.

### **A three-hour walk one way**

Now that my children are grown up, I live a single life. On weekends, I often take walks around Tokyo, and sometimes I walk three hours from my home in Yokohama to watch a Tokyo Big Six University baseball game at Jingu Stadium. Tickets to professional baseball games are expensive, but what's great is that there are only



three types of tickets for Tokyo Big Six University Baseball: 500-yen, 1,000-yen, and 2,000 yen. Also, if there's a music festival going on in Hibiya Park, I'll drop in, and the other day I walked to Chidorigafuchi to see the cherry blossoms. This took about 4 hours.



Chidorigafuchi, a place I visited on a weekend walk



At Jingu Stadium. The game is Yakult vs. DeNA, but I'm a Hanshin fan.

### **I want to have a flat relationship**

I believe there are two roles expected of me. The first is to create good products centered around Nissan Motors, our main customer. The second is product development that will appeal to new customers. By working in collaboration with planning teams, how can we achieve maximum results with minimal resources? I'm thinking about that.

Rather than acting as a leader, I would like to work together with everyone on an equal footing. Thank you for your continued support.



**I started working at the Yoshiwara factory.**

This year will be a particularly turning point for JATCO, so I am extremely nervous to be in this position, but I will do my best.

I joined Nissan Motors in 1992 and was assigned to the Second Engineering Department at the Yoshiwara Plant, where I worked as an assembly technician on the start-up of the F04A, F06A, CVT1, and CVT3 lines. In 2004, he was seconded to JATCO Mexico to set up the CVT2 line. In 2018, he became the first general manager of JATCO Suzhou, and in 2023 he returned to Japan as head of JATCO's Technology Management Department, a position he holds to this day.



VP Saito, who has been involved in the launch of various factories

### **Factory launch proposal and the fight against COVID-19**

I have been involved in the launch of various factories, but the most memorable experience for me was launching JATCO's first CVT, the F06A, at our seven factories at the time. After that, I was involved in the launch of the Jatco CVT7 and other models. It was hard for me, but not too hard, because I like machines. What was difficult was proposing to management in 2011, when I was at Nissan Motor's Manufacturing Business Headquarters, the establishment of JATCO Thailand, the expansion of production at JATCO (Guangzhou) Automatic Transmission Ltd., and the establishment of a second base for JATCO Mexico. Having overseen production line production technology for many years, this was the first time I was in charge of planning the launch of a factory, so I didn't know what to do and it was quite difficult.



2019 JATCO Suzhou Opening Ceremony

Another memorable experience I have is the COVID-19 pandemic that began in January 2020 when I was general manager of JATCO Suzhou. This was just after our production start-up ceremony in November of the previous year, but China's strict quarantine policies came into effect. Because we are a new company, we had employees coming in from out of town, and we had to quarantine them to prevent them from getting infected. From January to March, I was not able to go to work and had to stay at home. At that time in Japan, quarantine seemed to be voluntary, but in China it was compulsory, so it was very difficult.

### **"Tough times will definitely come to an end"**

When I was going through a tough time, there was a phrase I told myself. "Tough times will always come to an end." For example, if you have an important proposal coming up in August, no matter how hard it is, it will be finished by August. I imagine that in September I will feel liberated. I get tired without it. I believe that if you keep trying, the end will come.



When I was assigned to JATCO Mexico, the city was in the background.

### **I'm a machine and electronics geek.**

When I was little, my parents were transferred for work, so although I was born in Hyogo, I moved around a lot growing up, including Kyushu and Tokyo, and lived in Chiba until I became a university student. Since joining the company, I have been



transferred overseas many times, but I have always lived in Fuji.

I like tinkering with machines, so I enjoyed disassembling and servicing bicycles and motorcycles. I liked it so much that I joined an automotive company. I also love operating drones and programming them.



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申請が必要です。

I love tinkering with machines and electronics.

Lately I've been obsessed with keeping small animals. My wife doesn't like it much though (laughs).



迷いネコ



夜店にて



ピオトープ



ろ過装置



メダカ飼育

I have a small animal

As I mentioned at the beginning, JATCO is at a turning point, but President Sato has said that "we aim to be a 100-year-old company," so let's work hard towards that goal! That's what I think. Thank you all for your support.