

January 6, 2022
President Kenichi Urushibata

Summary of New Year speech of 2022 (for employees)

Happy New Year!

I am happy to start the New Year with you and deliver my New Year message for 2022 on this occasion. I wish those infected with COVID-19 a quick recovery and extend my sincere condolences to those who died from the infection.

The year 2022 marks the last year for the 22 Vision (22V). While the impact of COVID-19 is expected to continue, Sumitomo Wiring Systems and its group companies are determined not only to join forces to achieve 22V, while implementing countermeasures against COVID-19, but also to roll out post-22V activities on a full scale across the group, and I ask for your continued cooperation and commitment.

A drop in automobile production due to a shortage of semiconductors that continued through the first half of last year has recovered to some extent. In the future, we will need to respond to a sudden production increase without delay. On the other hand, if the Covid-19 re-epidemic spreads further and becomes prolonged, the situation may remain tough and difficult. In the midst of such a situation, we must not stop business activities, such as order intakes, production, and development.

If we can normalize our efforts to strengthen our corporate structure and thereby enhance competitiveness by reduction in Muda (waste), Muri (overburden), and Mura (unevenness) and a review of work practices and systems, we can achieve 22V, build customer trust, and carry out business activities in a stable and sustainable manner.

Therefore, while the business environment is expected to remain changing, I ask you to address the following three points this year to consolidate the business foundation of the group.

The first point is to strengthen our response to changes in the business environment. In the past two years, there were big changes in social systems, people's values, and business activities due to the COVID-19 crisis. In the future, while sharing the recognition that if something happens somewhere in the world, its effects can spread across the world, I ask you to enhance our response to the business continuity plan (BCP) in all business activities.

Moreover, we also need to accelerate our response to a great trend called CASE^{*1}. I ask you to focus on the creation of new value and business to promote sustainable growth, the development of human resources, and the securing of resources.

For example, I ask you to pursue job satisfaction as well as efficiency—and results in working practices that the COVID-19 crisis has changed drastically, while leveraging IT and promoting DX^{*2}.

The second point is to strengthen our global structure toward the achievement of 22V. Despite the flagging external environment, our group must solidify internal unity to achieve 22V and strengthen our global structure. The basis of strengthening our business structure lies in the enhancement of our manufacturing capability (S+EQCDD^{*3}). Toward stable production and supply, I ask each department to take the initiative, with a sense of urgency, while closely collaborating with other related departments.

The third point is to reinforce efforts to ensure safety, quality, and compliance, the basis of corporate activity. For safety, I ask leader (top management of each division or each group company)-to lead/initiated workplace patrols and guidance. I also ask each and every one of you to implement these measures with the strong determination that you will achieve zero accidents.

For quality, I ask you to thoroughly observe our behavioral principles of “Make” “Obey” “Improve” and “Obey” the rules and reinforce design quality efforts, please make every effort to realize zero accidents and worldwide uniform quality as Sumitomo with No. 1 Quality.

For compliance, in an effort to build a corporate structure and culture that never allow harassment or misconduct, we together must promote efforts to become a positive, clean company.

Last, I would like to make universal requests that are required to continue our business. The first request is healthcare. I ask you to take good care of yourself and request that each department actively promote the creation of such an environment.

The second request is to further deepen Sumitomo work practices based on the SWS WAY^{*4}. Specifically, please aim to become a person who embodies the WAY. Moreover, I ask you to always work with confidence and pride as a member of a global company.

We believe that such a mindset and action of each one of you or as an organization will lead to customer and social trust and a favorable reputation and eventually to the realization of our goal of becoming an indispensable partner for customers across the world.

End

—For your reference:—

-1 CASE

: C(Connected), A(Autonomous), S(Shared), and E(Electric) Automotive innovation is progressing in these new areas.

-2 DX

: Digital Transformation

-3 SEQCDD

: S(Safety), E(Environment), Q(Quality), C(Cost), D(Delivery), D(Development)

-4 SWS WAY

: The Action principles of the SWS Group.