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## New Year's Greeting in 2022

New Year's Day of January, 2022  
President SHIMIZU Sumito

Happy New Year !

Last year, it started with the corona infection, and the spread of the corona infection and its confusion had continued for almost nine months. However, in October, with the progress of vaccination, we have managed to keep our normal lives. Now when I look back, it was a really terrible year. Under such circumstances, it was just fortunate that the Tokyo Olympic Games 2020 and Paralympic Games 2020 were completed without problems or incident.

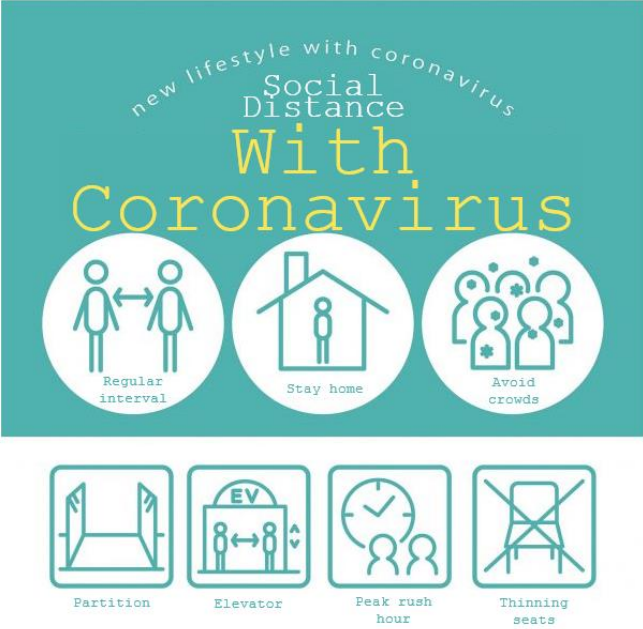
During this time, some people were forced to receive their medical treatment at home. I pray for the souls of those who unfortunately became seriously ill and/or suddenly lost their lives. Therefore, even though the New Year is here, I would like to give a slightly modest greeting this year.



This is the year of the tiger (the tiger). It is said that this will be a year full of hope, when we can expect brilliant results if we survive the harsh winter and prepare for the birth of Tiger year with a cheerful feeling - in short proceed positively with curiosity in everything, while cultivating essential skills. It will be a good year if we take it at face value. However,

it is expected that the infection rate of the sixth COVID-19 wave to be strong. I do hope that the policies such as getting the 3rd shot of vaccine, the introduction of therapeutic drugs as drinking medicine, national management and operation of beds and medical personnel, strengthening cooperation with local governments and so on, will manage to overcome the infection of the sixth COVID-19 wave successfully.

On 15th November last year, I worshipped at the Grand Shrine of Ise for the first time in a while when waiting for the end of the 5th wave. I found here a surprising number of people (school trips and group worship). I prayed for the health of our partner companies, suppliers, Uchiya officers, employees, and their families. Then for 2022, I also prayed that Uchiya could overcome the corona disaster and powerfully provide safety to the world. As for the financial results forecast for the end of February this fiscal year, thanks to you our business performance will return to the level seen before the appearance of the new corona infection (two years ago).



Although costs of labor, materials and parts have increased sharply, I judge that we will be able to realize appropriate profits to make ready for the next growth. Because we will resume progressive business activities this year, I will be taking charge of the further business development of Uchiya. Then I would like to ask for your cooperation and support.

One of Uchiya's challenges this year is to work on digital transformation (DX). Various companies want to set up digital innovation headquarters that would promote company-



wide DX. Digital transformation is abbreviated as "DX", and the English word for digital transformation is "Digital Transformation".

“ Transformation ” is written as "X-formation", so by taking the first word it is shortened as "DX". The

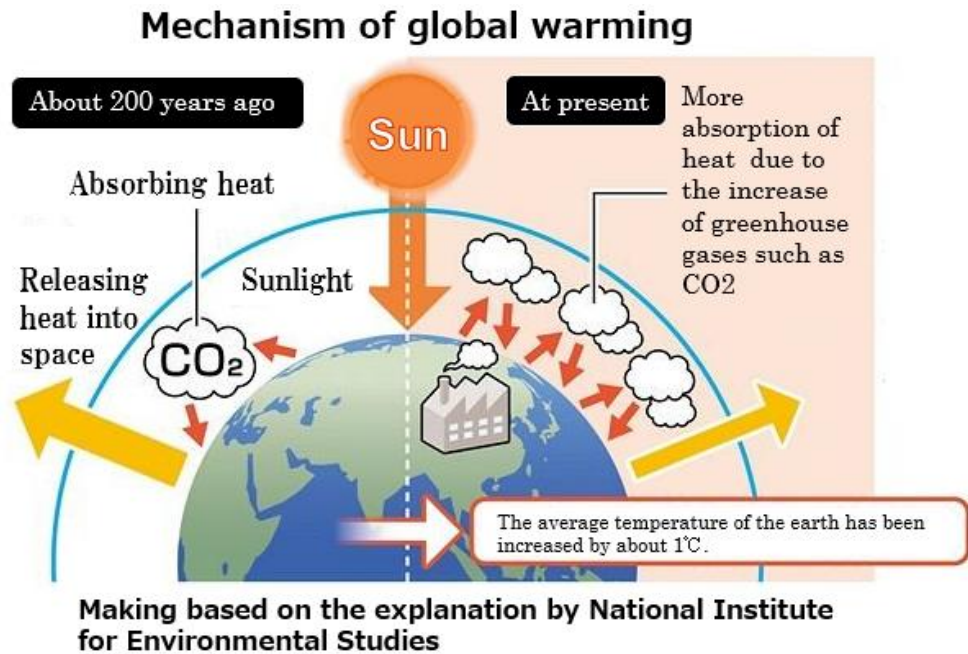
reason why “Transformation” is written as “X-formation” is the origin of the word "Trans". The word is derived from the Latin word "trans" and it has the same meaning of "change" or "exceed". “Cross”, whose meaning is "crossing", is abbreviated as "X", and "trans", which has the same meaning, is now replaced by "X".

DX means that a company can respond to drastic changes in the business environment, by utilizing data and digital technology. It can transform products, services, and business models based on the needs of customers and society. And at the same time, it can transform the business itself, its organization, its processes, its corporate culture & custom, and establish competitive advantages.

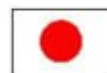
- (1) Firstly, we are going to digitize analog information - a partial digitization.
- (2) In the next step, we are going to digitize the whole processes - an entire digitalization, creating new values.
- (3) As the result it would create social impact and influence. It is just the Digital Transformation.

Regarding the domestic and international situation around us, we have faced various global economic, environmental and social problems - such as the continuation of the global corona disaster, economic stagnation, many damages caused by climate change, social demands for rapid energy

reform as CO2 countermeasures, poverty, widening disparity society, high crude oil prices, high food prices, labor shortages, power shortages, semiconductor shortages, rising interest rates, and inflation expansion in contrast to international activities of SDGs.



#### What Japanese companies have placed the highest priority on



In the field of corporate activities, what Japanese companies have placed the highest priority on until today is the three points as below.

- Quality
- Cost
- Delivery term

Whenever Japanese industry receives pressure from the outside, it almost always reacts as follows.

- ★ It is too technically difficult to overcome.
- ★ The relationship between cause and effect hasn't scientifically been solved.
- ★ The burden of cost is too heavy.

For these reasons things would be postponed.

(in 2007, Tokutaro Ozawa)

quality problems have occurred even if we limited them only by serious cases. For example, we remember cases such as the false inspection of air conditioning equipment for railroads at Mitsubishi Electric Co., Ltd. in 2021, the malfunction of fuel pump parts at

On the other hand, in Japan, scandals have been revealed one after another, such as quality data spoofing, inspection fraud, large-scale recalls and violations of overseas safety standards that have threatened the credibility and reliability of Japanese companies' products. This has caused a serious situation that spoils Japanese companies. Looking back over the last five years we see that the chain of defects, design fraud, and quality problems have not stopped - about forty cases of

Denso in 2020, the violation of the Building Standards Law concerning more than 2,000 homes at Daiwa House Industry in 2019, the shipment without some inspections at a subsidiary of Asahi Glass in 2018, the inspections by unqualified persons at Nissan Motors and SUBARU in 2017, the false fuel efficiency in catalogues and fraudulent measurement at Mitsubishi Motors in 2016, the false data of seismic isolation panels and vibration-proof rubbers at Toyo Rubber in 2016, and the malfunctions of airbags at Takata in 2015.

These results have been already reported on the news. At Mitsubishi Electric, the problem of the false inspection caused the top executives to resign. Takata had gone bankrupt. Toshiba Corporation split the groups into three businesses and started again. Hitachi Metals, Ltd. has been transferred to an investment company. Also, the banking system failure

at Mizuho Bank is because of poor quality, and some presidents have repeatedly resigned to take responsibility. It is self-evident and clear as day that quality problems have a great impact and influence on the rise and fall of companies.



From the pursuit of improvement in efficiency, management becomes too desperate in order to show better performance, which has sometimes caused them to try to push the limit of quality control. Furthermore, it is said that this has caused core employees and managers to be mentally pressured on the edge, sometimes to be overworked, and to be forced to make fraudulent practices.

Even these companies, which are said to be major leading companies, are in such a state like this. Considering this situation, I have realized again the fear and terror of quality problems. At the same time, I have taken seriously our own problems, not another



person's affairs. And we should check whether Uchiya has the same problem, return to the origin of manufacturing and seriously carry out inspections and reviews.

I would appreciate your continued kind cooperation this year.

Uji Bridge is a bridge over the Isuzu River, located around the entrance to the Inner Ise Shrine in Ise City,

Mie Prefecture. It is one of the 100 famous bridges in Japan.