

75 Yorozu Corporation Years of History

1948-2023



Messages from the CEO and COO



Akihiko Shido
Chairman and CEO

Member of the Board

Yorozu Corporation was founded in 1948 and we have reached our 75th anniversary. This is solely due to continued support from all our stakeholders: our customers, business partners, shareholders, and all Yorozu Group employees. I would like to express my sincere gratitude to everyone for making this possible.

We have developed our business by specializing in suspensions, which are automotive undercarriage mechanisms. It has not been a smooth journey, with many difficult times along the way. Each time, we grew by uniting as one and working toward our founding spirit of conducting reliable management. With progress in our efforts to expand overseas, we now have 22 bases and one sales office in Japan and eight other countries. Our customers have gone beyond Japanese automakers to include an increasing number of overseas manufacturers. Going forward, as a company that provides solutions, we will continue to enhance our development capabilities to improve our brand power through competitive product development.

Today, companies are required to work on the social issues of the Sustainable Development Goals (SDGs). We are formulating plans for simultaneous implementation that includes our overseas bases. Particularly, in the environmental aspect, we are working toward achieving carbon neutrality. In parallel, we will put in our fullest efforts toward contributing to the environment, local communities, and the industry to fulfill our corporate social responsibility (CSR).

In conclusion, Yorozu is working toward becoming a 100-yearold company that can be relied upon by all stakeholders, and I would like to take the opportunity of this publication to thank all our stakeholders and ask for your continued support. Founded as Yorozu Automobile Works on April 1, 1948, we proudly celebrated our 75th anniversary in 2023. I wish to express my deepest appreciation to our many stakeholders for your continued support in reaching this milestone, including our customers, business partners, financial institutions, shareholders, and all employees who have contributed to Yorozu's growth.

So far, we have refined the development of new technologies and methods to provide the global market with highly competitive suspension parts that outperform the products of others. We now carry out business with all automakers in Japan as well as leading European and U.S. automakers and have grown into a company with a scale of 160 billion yen in sales. As a member of the automotive industry, we are proud to have fulfilled our role in a core industry supporting Japan's economy and employment.

Currently, Yorozu is facing an unprecedented period of instability, characterized by what is said to be a once-in-a-century transformation for the automotive industry, with commitments to carbon neutrality and a decarbonized society, in a tumultuous global situation. I firmly believe that the path ahead will definitely become clear once we overcome this tumultuous period. From the second half of the 2040s-which is when we will welcome our 100th anniversary-to around 2050, electric vehicles (EVs) will account for more than 50 percent of the market, and as Mobility as a Service (MaaS) gains momentum, we can expect a transition from individual ownership of vehicles to an era of collective sharing. In the long term, we see the likelihood of a decrease in automotive production volume and changes in the structure of *monozukuri*—in terms of a shift from vertical integration to horizontal specialization as threats. At the same time, we also think there will be more opportunities for us to enter areas that we have not developed in the past, such as weight reduction and solutions for sound and vibration. We aim to become the preferred choice of all stakeholders, including our customers, and to attract people by building smart factories capable of responding to decarbonization and electrification and becoming a presence that supports the age of electrification.

Finally, I would like to take the opportunity of this publication to ask our stakeholders for your continued support as we work toward a 100-year-old company that continues to develop on the dual wheels of social contribution and growth strategy.



Tsutomu Hiranaka
President and COO

Member of the Board

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Laying the Foundation

1940-1980

1. Before Yorozu's Founding

1. Establishment of Shido Seisakusho

Yorozu's founder. Rokuro Shido, was born on March 8. 1916, in what is now Asahi-machi, Nishimurayama-qun. Yamagata Prefecture. After graduating from primary school, Rokuro worked at Ohizumi Seisakusho in Tsukishima, Tokyo for five years. Subsequently, he worked as a skilled manufacturing technician for Fuji Electric Manufacturing Co., Ltd. (now Fuji Electric Co., Ltd.), established with capital and technology from Furukawa Electric Co., Ltd. and Germany's Siemens AG. In his five years at Fuji Electric, Rokuro spent three years working in Manchuria, where he was involved in the setting up of a power plant. While there, the German engineers from Siemens impressed him with the efficiency in their work. Since he was young, Rokuro liked to make things, tweak them, and improve them, and so he thought about ways to improve machines and equipment to improve productivity. He repeatedly offered his suggestions, but his superiors rejected them all. Eventually, he thought that the only way to realize his ideas was to start his own business.

Therefore, in April 1940, Rokuro founded Shido Seisakusho Ltd.—the predecessor of Yorozu—at the young age of 24 in Kamisueyoshi, Tsurumi-ku, Yokohama City. He did this by purchasing a closed factory-together with its equipment-and starting his own business there. The following year, the company emblem, which

represents "determination to be successful," was designed, putting in place the shape of the organization.



Rokuro Shido when he was working in northeast China (former Manchuria) under Fuii Electric Manufacturing in 1936 at the age of 20

2. A new start as Yorozu Seisakusho

On December 8, 1941, Japan entered World War II. On May 13, 1942, the Japanese government issued the Enterprise Reorganization Order to carry on the war. The order sought to improve the efficiency of munitions manufacture and directed civilian firms to reorganize and unify. At that time, Shido Seisakusho had just been established with nearly 40 employees. Despite its steady growth, there was a significant risk of being absorbed by a bigger company. Therefore, Rokuro consulted with Yokohama City's Industrial Promotion Section and set up a plan to purchase Yorozu Seisakusho Co., located in Shitte, Tsurumi-ku having approximately 80 employees and around 30 units of machinery and equipment. As negotiations progressed, it was decided that Yorozu Seisakusho would be acquired, with Shido Seisakusho taking on actual management while retaining the company name of "Yorozu." On paper, though, Shido Seisakusho was merged and absorbed into the larger Yorozu Seisakusho.

In this way, Shido Seisakusho embarked on a new start as Yorozu Seisakusho in June 1943. The new company had approximately 110 employees and operated two plants, one inherited from the former Shido Seisakusho and the other from Yorozu Seisakusho before the merger. These plants produced military parts and equipment such as hot bulb engines and radar devices.

In February 1945, as Japan's loss in the war drew nearer, the company was forced to evacuate its plant to Mitsuke-cho, Minamikanbara-gun, Niigata Prefecture (now Mitsuke City) under order from the military. Rokuro received his draft notice in March right after the evacuation. He joined the Marines in Yokosuka, and worked in the maintenance of naval airfields in Karuizawa, Nagano Prefecture until the end of the war.

On August 15, 1945, the war ended. On his way back to his hometown, where his family had evacuated, Rokuro made a detour to Mitsuke, where he reunited with his employees for the first time in five months. He instructed them to sell the remaining equipment at the evacuation site in order to sustain themselves with the proceeds. In October that same year, Rokuro returned to Mitsuke and met with the executives of that time. After repeated discussions about how to revive the company, Rokuro decided to enter the automobile business, which seemed

most likely to prosper in peacetime. However, the economy was controlled at that time, and most materials could not be obtained without the proper coupons. Therefore, to set aside money for living expenses in the near-term and capital for business in the future, products for daily life—such as toys, agricultural tools, woodworking machinery, and electric heaters-were produced and delivered to businesses and department stores in the local area as well as in the Sendai and Shizuoka areas.

Meanwhile, Rokuro kept thinking about making a return to the Keihin area. Every time he went to Tokyo to buy materials, he would visit the Keihin area to observe the situation and collect information.



War-torn area in Anzen-cho, Tsurumi-ku, Yokohama City (August 1945)

3. Construction of Tsurumi Plant

In April 1947, thinking that "If I wait until everything has calmed down, it will be too late," Rokuro set off on his own to obtain factory land in the Keihin area. The site he obtained, under a leasing contract, was in Ichiba-cho. Tsurumi-ku, Yokohama City, adjacent to Tsurumi Bridge fronting the Daiichi Keihin National Highway and with an area of 3,300 m². In December that year, he instructed the employees who had remained in Mitsuke to come and build a factory in Tsurumi. The completed factory had a floor area of approximately 660 m², and an



Headquarters in around 1957 (former Tsurumi Plant)

electrical transformer station with an area of 33 m², and was named Tsurumi Plant.

The Tsurumi Plant started as an automobile service shop. For a time after the war, the General Headquarters (GHQ) of the Allied occupation limited automobile production in Japan. Most of the cars driving on the roads-which were usually unpaved-were used imported cars. Automobile repair, refurbishing, and maintenance were thus indispensable. The company also started manufacturing and selling gussets (joint plates for steel frame construction materials). Located on a road linking Tokyo, Yokohama, and the U.S. military base at Yokosuka, and with other advantages, the two businesses-automobile repair as well as the manufacture and sale of gussets-met with greater success than expected. However, Rokuro was not content, because proper maintenance was not possible due to a severe lack of materials making it difficult to obtain satisfactory parts. On one occasion, problems arose with a customer, and Rokuro took the opportunity to cease the automobile repair business.

2. Establishment of Yorozu Automobile Works

1. From automobile repair to automobile parts manufacture (In-house production of press machine)

Against the backdrop of an improvement in business performance, Rokuro decided to reorganize the company's structure for further business growth. On April 1, 1948, Yorozu Seisakusho was renamed Yorozu Automobile Works. It had a capital of ¥195,000 and Rokuro took on the position of president.

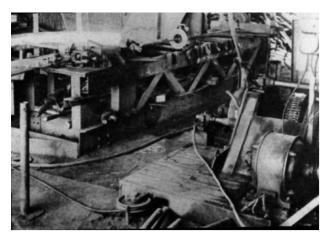
The environment surrounding the automotive industry was starting to settle down from the postwar turmoil. Around the same time as the start of Yorozu Automobile Works, the Automotive Industrial Association (now Japan Automobile Manufacturers Association) and the Auto Parts Industries Association (now Japan Auto Parts Industries Association) were established.

It was around this time that Yorozu received an order from Tokyo Kosoku Kikan Kogyo Co., Ltd. for cabs and frames for the Ohta small truck. At that time. cabs had wooden frames and used handmade sheet metal for the exterior plates. Everything was done by hand. Monthly production was around 120 units, and it was a primitive and extremely inefficient situation where no two units were the same. Wanting to somehow mechanize the handmade sheet metal process, Rokuro took it upon himself to design a press machine. Using shipyard scrap sheet metal, a 300-ton hydraulic press was made. This became Yorozu's first step toward the stamping process.

Toward the end of 1948, Yorozu Automobile Works received an order from Mitsuike Corporation for exhaust pipes mounted on the Model 180 four-ton trucks of Nissan Heavy Industries, Ltd. (now Nissan Motor Co., Ltd.). This was because the monthly production volume of the Model 180 was from 650 to 900 units, but the company with exclusive rights to produce exhaust pipes could only meet around 50 percent of the required amount. Therefore, Mitsuikewhich was supplying mufflers to Nissan—was strongly requested to deliver mufflers and exhaust pipes as a set. Mitsuike took this as an opportunity and approached Yorozu, asking to produce exhaust pipes under the condition that, if successful, Mitsuike would arrange for Yorozu to receive work from Nissan.

At that time, Yorozu did not have the technology to bend thin pipes without heating and without causing cross-sectional deformation. However, Rokuro spent just over a month to develop a satisfactory pipe bender, which considerably outperformed the German pipe benders commonly used by other companies. Subsequently, Yorozu became the unrivaled leader in the manufacture of exhaust pipes, and thus business with Nissan started.

With the commencement of exhaust pipe manufacture, Yorozu embarked on shifting from automobile repair to automobile parts manufacture. The Company had already received orders for cabs and bus body exterior plates. Large press machines were indispensable for the task of forming these products as well as the manufacture of automobile parts. Therefore, the Company again started to work on in-house production of a large press machine. A 500-ton hydraulic press machine was produced using shipyard scrap sheet metal for all parts other than the main plunger pump, which was purchased. At that time, there were only a few companies even including major companies in the Keihin area which had press equipment of such scale.



Yorozu's first pipe bender during the prototyping stage (April 1949)



500-ton hydraulic press manufactured by Yorozu (November 1949)

2. Establishing Yorozu's business foundation

Yorozu was starting to become better equipped in terms of facilities when the Korean War broke out in June 1950. The United Nations forces immediately launched military operations in support of South Korea and placed large orders with companies in Japan for military supplies.

Yorozu was no exception, receiving large orders for special procurement goods requiring processing with a large press in addition to exhaust pipes. Orders kept coming no matter how many were produced, and the Company earned large profits as a result of employees uniting as one to work together.

Although the boom from special procurement demand gradually settled down after July 1953 with the signing of the Korean Armistice Agreement, Yorozu skillfully used the foundation developed during the boom to steadily grow its business.

For example, in April 1951, Yorozu began dealing with Minsei Diesel Industries, Ltd. (now UD Trucks Corporation) and Shin Nikkoku Kogyo Co., Ltd. (now Nissan Shatai Co., Ltd.). That June, Yorozu started fullfledged business transactions with Nihon Nainenki Seizo Co. (now Nissan Kohki Co., Ltd.), which placed orders for parts (such as the side frame, rear body, muffler, steering wheel, hand brake, and toolbox) for its Kurogane three-wheeled truck.

In 1953, Yorozu's stamping and welding technologies gained attention, and the Company also began dealing with Honda Motor Co., Ltd., manufacturing parts for the Honda Dream motorcycle which was popular at that time.

In August 1956, Yorozu received a huge order for spring brackets for Nissan's Model B40 truck. To improve work efficiency, it switched its material from



Honda Dream E-Type (1953)



Nissan Junior Model B40 truck (August 1956)

malleable cast iron to sheet iron, and at the same time, developed methods for press forming and hole punching, which were revolutionary techniques at the time. The prototype showed that it could fully bear the load of actual use, and subsequently, spring brackets were produced not only for the Model B40 but also for different models.

3. Becoming a Nissan Keiretsu Manufacturer

Changes in management policy

With the end of the special procurement boom during the Korean War and the contraction of the world economy, the Japanese economy fell into a severe recession. Many small and medium enterprises were hit hard, and unemployment rose. Sales of the formerly solid Kurogane also slowed as the recession continued. Yorozu attempted to diversify its business, and managed to do so by handling four-wheel and three-wheel vehicles during the recession. However, engaging in small-lot, multiple-product production merely generated excessive workload without improvement in its bottom line. What revived the Company's production activities then was Nissan.

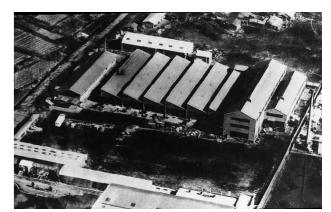
In May 1954, Nissan reached out to its partner parts manufacturers to form the Nissan Takarakai association. Yorozu also became a member, along with leading parts

manufacturers. From this point, Yorozu shifted its management policies to become an affiliated (keiretsu) manufacturer of Nissan in order to survive.

2. Relocating the Headquarters Plant

In November 1957, Yorozu announced a plan to construct a cutting-edge factory that would integrate stamping, welding, and machining all under one roof. The goal was to expand and become independent while being a member of the Nissan keiretsu as a manufacturer of automobile underbody parts.

In April 1958, the Company purchased a 19,350 m² plot of land in Tarumachi, Kohoku-ku in response to encouragement by Yokohama City to open factories. Construction began in April 1959 and in December, partial operation started with the relocation of the Headquarters from Tsurumi. With the construction of this Headquarters Plant, Yorozu made a firm commitment to a path of modernization.



Headquarters Plant 1960

3. Absorbing the latest western technologies

Two of the big issues for Japan's automobile parts manufacturing industry were improving productivity and quality control. In May 1960, Nissan was awarded the Deming Application Prize, the most respected in the field of quality control. This spurred Yorozu to upgrade its own quality control. In October that year, it formed the Quality Control Committee, then in January 1961, published the first issue of the QC Committee magazine, Yorozu, to impress on employees the importance of quality control. It also asked Nissan, which was already aiming to reach international standards in terms of quality control, for instruction and guidance.

In October 1961, President Rokuro Shido was given the opportunity to visit the U.S., the U.K., France, West Germany, Switzerland, and Italy to observe auto parts manufacturers in those countries. This inspection trip made it clear to him that Western manufacturers adopted low-variety large-lot production, effectively utilized die locations, and as a rule, jigs and tools were designed and machinery was laid out to suit automated production lines . In short, everything was connected toward improving productivity. In addition, their stamping dies were both strong precise, which meant that the key to quality control for better productivity lay in die and



magazine (1961)

mold technology. This made him realize that investment in facilities and education of employees in basic technologies would be required.

4. Enhancement of Production System and Improvement of Internal Systems

1. Rolling out and automation of synchronization attempt

As the 1960s dawned, the Japanese government released its General Plan for Trade and Currency Liberalization in June 1960, signifying a shift to an open economic system. This encouraged Nissan to expand its scale and enhance internal systems. starting with the construction of its Oppama Plant. One part of this was synchronization of production aiming to establish mass production methods and bring down costs. As a member of the Nissan Takarakai, Yorozu aggressively installed cutting-edge machinery as its employees pulled together to experiment with synchronization. The findings of these synchronization experiments were eventually incorporated into the efforts toward automation.

The middle of the 1960s saw the "Three Cs" (Car,



Press line (400-ton crank presses, February 1966)



The slogan "Full Production Synchronization" based on President's policy above the assembly line (1964)

Color Television, Cooler) become the focus of consumption. The era of the personal car had dawned in Japan, and the figures for both production and ownership soared. Motorization was underpinned by owner-drivers, and numerous small vehicles in the 1,000-cc class were developed.

Nissan launched the Datsun Sunny compact car in April 1966 as a way to enter the inexpensive car sector, which had started to grow. Nissan also announced its intention to increase production for fiscal 1967 by 47 percent year-on-year, to over 750,000 cars. To cope with this increasing production, it worked out a policy of outsourcing some underbody parts (suspensions) that it had previously manufactured in-house. Yorozu needed to prepare to meet this demand, and at the same time faced the issue of reducing costs by 20 percent over the coming two years.

Yorozu had improved its production systems, installing a 700-ton crank press in 1964 and three 400ton crank presses along with automatic welding machines in 1966. To comply with Nissan's requirements, the entire company had to pursue further rationalization. As Nissan had also requested the implementation of automation, Yorozu developed general-use transfer equipment for the manufacturing department and a

large transfer multi-spot welding machine capable of spot welding in a single processing cycle for the welding and assembly department. This formed the foundation for future evolution.

2. Construction of Oyama Plant

By 1967, the Tsurumi and Yokohama plants were exceeding their production capacity. So that year, Yorozu decided to construct a new factory equipped with cutting-edge machinery to respond to the demand for greater production. At the time, Yorozu obtained the information that Nissan was planning to expand into Tochigi Prefecture, so the Company selected Oyama after fully examining available candidate cities in the prefecture. The site offered an area of 65,894 m², four times that of the Yokohama Plant.

Construction on Phase 1 of the Oyama Plant (now YT*1) began in January 1968. The plant construction progressed hand-in-hand with the promotion of automation, so when Phase 1 was completed in July 1969, the plant was ready to receive orders for large vehicle parts and engine parts. This allowed Yorozu to successfully accept large orders from Nissan for primary outsourced parts such as suspension members, oil pans, and rocker covers. The Oyama Plant thus became



Oyama Plant with Phase 1 construction completed (circa 1969)



Equipment inside the Oyama Plant (1977)

Yorozu's core plant growing both financially and technically in the manufacture of suspension parts. The Oyama Plant continued to expand, and with the completion of Phase 4 construction in December 1977, the plant had three buildings, each 260 m by 120 m in size. As the completion of the Oyama Plant meant that Yorozu was able to handle demand in the Yokohama region with the Yokohama Plant alone, production was halted at the Tsurumi Plant in 1970. It was used as a warehouse for service parts until its closure in 2001.

3. Capital participation by Nissan

Yorozu thus dramatically expanded its production scale and laid a foundation for growth as a medium-sized enterprise. However, the management judged that with its current in-house capitalization structure, Yorozu would struggle to survive or expand in the increasingly harsh automobile industry.

At the same time, Nissan felt that it was necessary to build a stable supply system within its sphere prior to the looming capital liberalization. So it solidified its policy of moving ahead with the creation of a system of outsourcing factories on par with its own factories, as well as working to ensure its affiliated parts makers reorganized and integrated in order to increase in size, improved their systems, and boosted technological development capacity.

Yorozu management determined that capital participation by Nissan was desirable, and in June 1969, it asked the company for a 25 percent capital participation. At the same time, Yorozu received capital participation from its financial institution and trading company that supplied it with steel, increasing capital to ¥300 million. In March 1973, it further increased capital to ¥500 million. Yorozu asked Nissan for a second round of capital participation, bringing Nissan's holdings of Yorozu stock to 35 percent.

4. Construction of Nakatsu Plant

At the start of the 1970s, Nissan planned to expand into Kyushu as its performance improved. Yorozu also made the decision to expand into Kyushu on its own in autumn 1973. In June 1974, construction started on Nissan's Kyushu Plant (Kanda-machi, Miyako-gun, Fukuoka Prefecture), and it began partial operation in December 1976. This spurred Yorozu to select the city of Nakatsu in Oita Prefecture as its candidate for a factory, due to its proximity to Nissan Kyushu Plant.

Synchronized Production Plan

Yorozu Tochigi Corporation (YT), established March 2004

The factory site was located in a corner of the industrial zone of Nakatsu City, and covered a total area of 56,458 m². Phase 1 construction of the new plant started in April 1976, and was completed that December. The following January, it began limited operation as the Nakatsu Plant (now YO*2), moving to full-scale operation that June. With the subsequent start of axle parts production at Nissan Kyushu Plant, Phase 2 construction was completed in March 1978 and Phase 3 was added in 1980 to expand the factory, followed by completion of the Phase 4 expansion in November 1982, when the cation electroplating coating plant also began operation. The factory expanded still further, with work starting on the Phase 5 expansion of the assembly plant in May 1985. In August 1986, it was equipped with the cutting-edge equipment in the form of a 1,200-ton 3D transfer press, a game-changer in productivity improvement.

5. Making Shonai Yorozu a subsidiary

Yorozu established Shonai Press Kogyo Co. (now SY), a joint venture with Sumitomo Corp. and Konma Co., in Tsuruoka City, Yamagata Prefecture, as a manufacturer of parts for agricultural machinery, in June 1970. The following year, however, it was forced to shift to focusing on automobile parts due to policy changes and business slumps at Konma caused by the government's farmland acreage reduction policy. With this, in 1973 Shonai Press Kogyo was given largescale investment assistance by Yorozu, which also took on its employees and capital increase, making it a subsidiary with an equity ratio of 75 percent. Later, thanks to a capital injection, Shonai Press Kogyo established an integrated system from welding to painting and machining, and full-scale operations began in 1977 with the completion of the No. 2 Plant and the General Office. The company name was changed to Shonai Yorozu in December 1989.



Completion of Phase 1 construction for Shonai Press Kogyo (October 1970)

6. Improvement of internal systems

In 1978, Yorozu poured its efforts into improving its internal systems as a way to further improve its safety, quality, and productivity. The Yorozu Engineering Center was completed in 1979, marking the start of full-scale technical development. It focused on supporting the design for Nissan while learning the design methods.

Nissan's Takarakai launched its Health and Safety Committee in 1978, with Yorozu's then-Vice President (later President) Akira Miura being appointed the first chairman. Yorozu also launched its own Health and Safety Council at the same time, and in 1980 it was awarded the Occupational Health Award by the head of the Kanagawa Prefecture Labor Standards Bureau.

While this was happening, Yorozu strived to standardize business operations by building a database and centralizing information. It spent about five years, starting in 1977, to bring in a large computer, the M-150VOIS, and enabling data to be sent between personal computers and host computers. Using this new OES (Order Entry System) allowed the construction of an internal system aimed at processing production information in a timely manner.

7. Efforts for systemic improvement

In 1980, Yorozu formulated its Three-Year Medium Term Strategic Plan, a hard-core plan that included management strategies. In April 1982, President Shido announced the introduction of TQC to fundamentally change the system in order to realize Nissan's policy of "Building the world's best cars, affordable cars." This is because he felt that there was no future hope for Yorozu Automobile Works without improvements. With the Nissan Quality Control (NQC) Award launched by Nissan, he recognized that Yorozu needed to improve costs. productivity, and technological auality. development to achieve the goals set by Nissan. Four years after TQC was unveiled, Yorozu won the NQC Award in March 1986.

PART **2**

Expanding the Company

1981 - 1997

1. Forming New Business Partners

1. A new president and the formulation of the Behavioral Guidelines

Japan's export industries, including automobiles, faced a rapid rise in the value of the yen after the announcement of the Plaza Accord (at the meeting of Group of Five (G5) finance ministers and central bank governors) in September 1985. With the maturation of the domestic market and increasing trade frictions in the 1980s, Japanese automakers began shifting production overseas. For parts manufacturers, supplying these automakers' overseas bases with inexpensive, high-quality parts in a timely manner became a prerequisite for their continued survival.

It was in this management environment that in June 1986 Rokuro Shido became Yorozu's Chairman and Representative Director after some 40 years at the helm, while Vice President Akira Miura became President and Representative Director.

With his appointment, President Miura identified the essence of the wellspring of corporate management from the views and decisions of Rokuro Shido and summarized it into five key points, which were presented as the Behavioral Guidelines that would serve as the "founding spirit" for all eternity.

Behavioral Guidelines

- 1. Work is the foundation of life.
- 2. Trust is the basis of work.
- 3. Creativity in thought and action is the key to human progress.
- 4. Safety, quality, and productivity are fundamental to our corporate activities.
- 5. Risky endeavors are to be avoided while genuine endeavors are to be embraced.

At the same time, Yorozu identified the following three immediate management strategy issues: (1) Improving delivery quality, (2) Improving costs of new parts for model changes, and (3) Countering the high yen.



President Miura and the Behavioral Guidelines (June 1986) (Calligraphy by Tadaakira Sakai, 17th head of the former lords of Shonai Domain)

Establishment of CYC and expanding business partners

Nissan was an early player in the move overseas, having started production in Mexico (Cuernavaca, Morelos) in 1966. In July 1980, it established Nissan Motor Manufacturing Corp. (NMMC; now Nissan North America, Inc.) in the U.S. (Smyrna, Tennessee), and in April 1984, it established Nissan Motor Manufacturing (NMUK) in the U.K. (Sunderland, Tyne and Wear).

With overseas expansion being key to development, in March 1986, with its U.S. factory doing well, Nissan Motor asked Yorozu if it would open a U.S. plant. Yorozu immediately explored the possibility of production in North America, and in July, it established the International Business Preparation Office to make the concept a reality. Having determined that it would be difficult to expand overseas on its own, Yorozu explored the possibility of a joint venture. In September, it therefore founded Calsonic Yorozu Corp. (CYC; later YAT), a joint



Overall view of Calsonic Yorozu Corp. (CYC)

venture with Nihon Radiator Co. (now Marelli Holdings Co., Ltd.), which had a track record in overseas expansion and was looking for a stamping parts manufacturer to improve productivity and procure parts locally, and its subsidiary Calsonic International Inc. (CII; now defunct. When merged with Kansei, it restructured its North American operations to dissolve into a new organization: Calsonic Kansei North America, Inc.).

With ¥2 billion in capital, Yorozu put forth 49 percent of the investment, Nihon Radiator 41 percent, and CII 10 percent. Yorozu's President Miura took a position as a non-executive director.

That November, Yorozu reorganized the International Business Preparation Office into the International Business Department and it commenced full-scale business activities. In December, Yorozu purchased about 241,300 m² of land in Warren County, Tennessee,

NMMC and Nihon Radiator's U.S. subsidiary, Calsonic Manufacturing Corp. (CMC). CYC also received orders from other Japan-based companies such as Mazda Motor Manufacturing (USA) Corp. (MMUC; renamed AAI after the Mazda-Ford merger) and the Subaru-Isuzu joint venture SIA (now solely Subaru), as well as two of the Big Three American automobile manufacturers, Ford and General Motors (GM), through its subsidiary Saturn

February 1988.

Particularly noteworthy was the order for rear suspensions mounted on GM's new strategic Saturn subcompacts. Having successfully delivered suspension

(the GM-Saturn tie-up was dissolved in 2010).

and began construction of a factory. The factory was

completed in August 1987, and began operation in

aggressively expand sales. That led to orders from

Following that, Yorozu and CYC worked together to

units incorporating bushings and stabilizers, or in other words, modular products, CYC eventually began receiving orders for rear suspension assembly modules directly from GM.



Ceremony for the signing to mark the establishment of CYC. From right: President Miura, President Yamaguchi of Nihon Radiator, and President Arai of CII (Ginza Tokyu Hotel, September 1986)



Tennessee Governor Ned McWherter speaks at the CYC opening ceremony (May



Staff members with the Saturn's rear suspension

2. Selection of a New Corporate **Emblem and Renaming the Company**

As momentum built for a strategy of aggressive globalization, Yorozu addressed its corporate identity in order to reflect its resolve to open a new era, revitalize the organization, and motivate its employees. The Company began using a new "Yorozu" corporate emblem in January 1988, on its 40th anniversary.

The Company's name was also changed. The difficult Japanese kanji for "Yorozu" often ended up simplified in the media ("萬" being written as "万"), and many students looking for jobs had not been able to read it, so in June 1990, the Company was renamed Yorozu Corporation, with "Yorozu" in easy-to-read katakana characters that would make it seem more approachable.

Another major movement of the time was listing on the stock exchange. In January 1989, the Board of Directors decided to list Yorozu's stock publicly. The major reason was to strengthen its ability to procure capital and upgrade its financial account balance, but the Board also felt that listing would improve Yorozu's image and boost employee morale, helping to secure outstanding personnel and open new markets. In addition, the preparation process was expected to lead the Company to upgrade its internal systems and strengthen its corporate structure.





Yorozu corporate name and logotype (basic form)



Certificate of listing in the First Section of the Tokyo Stock Exchange

In the screening process, there were concerns that the equity method affiliate CYC had just been established and had yet to make a profit, and on a consolidated basis, it would have been difficult for Yorozu to meet the required profit standard. Yorozu therefore registered as an over-the-counter stock, and in November 1991, the Company received its trading name from the Japan Securities Dealers Association. After fully completing preparations such as improving internal systems and making CYC profitable, Yorozu was listed in the Second Section of the Tokyo Stock Exchange (TSE) in March 1994. A year later, in September 1995, Yorozu's stock was promoted to the First Section of the TSE. In June. 1991. President Miura was also appointed the first chairman of the Nisshokai*1, the Nissan parts cooperative association formed from a merger of the Nissan Takarakai and Shohokai groups.

3. Strengthening the Domestic **Production Network**

1. Installation of CAD/CAM

Yorozu's development and design departments started transitioning from hand-drafting to using CAD in March 1988. This enabled detailed designs while performing a 3D interference check. CAD also drastically shortened the development process of design, prototyping, testing, and evaluation. Later, in 1992, the Company modernized its computers and established a system to implement a new method embraced by automakers at that time, which integrated all processes from design and development to preparation for mass production using CAD data.

While the machine tool department had adopted CAD earlier, the transition to new computers significantly enhanced the utilization of CAD/CAM after some initial trial and error. This led to a remarkable increase in the percentage of CAM-based die processing from 6 percent in 1991 to 77 percent in 1994.



CAD room of the machine tool department

Nisshokai: The character "翔" (sho) in the name means "spread the wings and fly high in the air." It is the wish for Nissan and its partners-parts and materials manufacturersto become a global player. There are about 200 member companies.

2. Establishment of Group companies

In July 1988, Yorozu established Fukushima Yorozu Corporation as a wholly-owned subsidiary in Kagamiishimachi, Iwase-gun, Fukushima Prefecture. The new company was founded primarily to rationalize business and establish a supply system by concentrating non-mass-produced parts, as well as to secure a supply system for service parts. This was at the height of the Bubble Economy, and mass production parts were also moved there, including the processes of stamping, assembly, and painting of suspension parts that could not be handled by the Headquarters Plant or the Oyama Plant. However, following the collapse of the Bubble Economy and later the dissolution of the Nissan *keiretsu*



President Miura speaking at the opening ceremony for Fukushima Yorozu (March

along with the demand from automakers for 20 percent reduction in part price, Fukushima Yorozu was forced to close in December 2000.

In October 1992, Yorozu established Yorozu Engineering Corporation (YE), a plant specializing in assembly jigs that had been developed and manufactured in-house, as a wholly-owned subsidiary in Higashitagawa-gun,



At a party (Middle: Mayor Osada; Left: Chairman Rokuro Shido; Right: Board Member Kikuchi)



Immediately after completion of Fukushima Yorozu (August 1989)

Yamagata Prefecture. The aim was to increase the percentage of assembly jigs manufactured in-house, raise Yorozu's production technology level, build an integrated production system, create a solid system unaffected by market changes, and prevent loss of added value due to outsourcing and loss of expertise to outside companies. YE's vision included commercializing its assembly jig manufacturing expertise, targeting automakers and auto parts manufacturers.



The richly international Grand Opening Ceremony (May 1993)

3. Completion of the new Headquarters building

The completion of the reorganization of its domestic production sites in 1993 marked the end of mass production in Yokohama. The Headquarters Plant became a development center, a brain for other plants carrying out product development, design, prototyping, testing, and so on. The new Headquarters building, constructed on the theme of "An intelligent building responsive to global business and the Information Society," was completed in March 1996. Total floor space for the office building was 4,145 m², with a 1,652 m² prototype manufacturing wing. The building was steel construction, with full infrastructure for computerization.



Yorozu's new Headquarters

4. Accelerating Global Expansion

1. Establishment of overseas Group companies

Yorozu accelerated its expansion of overseas sites based on the idea that, if it created a quadrilateral system, of Japan, the U.S., Mexico, and Asia, the Company would be able to respond when automakers plan worldwide simultaneous releases of the same new models, and the business sites would be able to support one another for comprehensive business expansion.

In February 1993, Yorozu joined with Nissan Mexicana (a Nissan overseas subsidiary) and Nissho Iwai (now Sojitz Corporation) to found Yorozu Mexicana (YMEX; capital: ¥1.5 billion) in the state of Aguascalientes, Mexico. Yorozu provided 65 percent of the investment, Nissan Mexicana 25 percent, and Nissho Iwai 10 percent.

In August 1994, Yorozu provided production technology related to major stamping parts to Yuan Hwa Promote Co., Ltd. in Taiwan. And in December 1995, Yorozu signed a contract with Samsung Motors



Opening ceremony for YMEX. From right: Federal Government official, Nissan Mexicana President Amemiya. President Miura, and State Governor Otto Granados Roldan

(now Renault Korea Motors), Samsung Japan (the Samsung Group's trading company), and Dong-Kwang Precision Machine Co. (now DK Austech Co., Ltd.) to sell parts assembly equipment, jigs, tools, dies, and inspection jigs. At the same time, Yorozu signed an agreement to provide Dong-Kwang Precision Machine with technical support for five suspension-related parts. Eventually, this led to Yorozu's investment in



Overall view of YMEX



Inside the factory (400/800-ton tandem line)



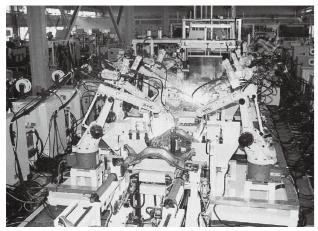
Cornerstone-laying ceremony for YMEX. From left: Nissan Mexicana President Amemiya, Executive Vice President Akihiko Shido, and State Governor Otto Granados Roldan

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Dong-Kwang Precision Machine, bringing it into the Yorozu Group.

Sales Contract Signing Ceremony with Samsung Motors and Dong-Kwang Precision Machine (December 26, 1995) From left: Samsung Chairman Shin, Dong-Kwang President Kim, and xecutive Vice President Shido



Equipment destined for Dong-Kwang Precision Machine

In June 1996, Yorozu established Yorozu (Thailand) Co., Ltd. (YTC; capital: 625 million baht) as a fullyowned base for Southeast Asia, one of the Company's four global poles under the quadrilateral system following the U.S. and Mexico. YTC is situated in the Eastern Seaboard Industrial Estate in Rayong Province. Thailand, which was Southeast Asia's largest automotive market. Moreover, major Japanese automakers such as Nissan, Isuzu, Mazda, Honda, Toyota, and Mitsubishi all had a presence in Thailand, as did many leading U.S. and European manufacturers, including GM and Ford. So one of the reasons YTC was established was to expand sales routes, allowing Yorozu to supply suspensions to companies with which it had not previously done business.



Grand Opening Ceremony for YTC (President Miura, front left; Vice President Shido, second from right; YTC President Nakamura, far right)

To turn the CYC office in Detroit into a local subsidiary, Yorozu America (YA) was established in July 1997 as a wholly-owned subsidiary with a capital of US\$2 million. In order to respond quickly to the globalization of the world's automakers, establishing the ability and systems to communicate among bases was just as important as technical development ability. Yorozu therefore designated YA to be a sales hub with a development function and linked it to its Headquarters via international Integrated Services Digital Network (ISDN), utilizing the time difference to build a 24-hour development system based on the exchange of CAD data.



YA soon after opening



YA members at the time of establishment

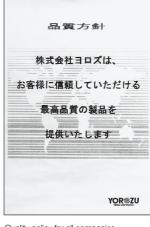


The YTC press line busy with visitors attending the Grand Opening Ceremony

2. Initiatives for quality management

As a manufacturer specializing in suspension parts that directly affect the performance and safety of vehicles, Yorozu has become highly regarded not only in Japan but overseas as well. In his January 1996 New Year's greeting, President Miura announced his intention to take on the challenge of seeking ISO 9000 series certification. An office was promptly set up within the Quality Assurance Department and began working with

the various Headquarters departments as well as the Nakatsu Plant. As a result, in January 1997, the Headquarters and the Nakatsu Plant received ISO 9001 certification. In May 1996, Yorozu's overseas subsidiary CYC received ISO 9001 as well as QS 9000*2 certification that the U.S. Big Three automakers had established by adding their own Quality policy for all companies





Screening by JIA for ISO 9001 certification



President Miura and JIA-QA Center Chairman Kubo at the certificate awarding ceremony

requirements to those of the ISO. In 1997, it received ISO 9002 certification. In February 1998, the Headquarters, the Oyama Plant, the Nakatsu Plant, and YMEX all received QS 9000 certification, followed by YTC in December, with Shonai Yorozu receiving ISO 9002 certification. In the Company's 50th anniversary year a telephone card was created to commemorate obtaining ISO/QS certification. President Miura stated that quality management is Yorozu's top priority, and expressed his will to build and enhance corporate quality and business integrity to a globally recognized level, and to strengthen the Company's competitiveness in the international market.



QS 9000 Certification Challenge poster



ISO 9001 Certification Challenge Campaign poster



ISO 9001 Certificate (Japanese)



ISO 9001 Certificate (English)



50th Anniversary Commemorative Telephone Card

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QS9000 is the quality system specific to the automotive industry.

Taking on New Challenges

1998-2008

1. Aiming to be a Global Company

1. Globalization of the automotive industry and the appointment of Akihiko Shido as Yorozu's President

Beginning in the mid-1990s, the automotive industry structure changed drastically. The end of the Cold War and developments in ICT*1 brought an era of increased global competition. Japanese automakers, affected by the Lost Decade at home, poured their efforts into growing overseas. Parts manufacturers also faced severe price competition with domestic and overseas manufacturers in this slump.

Restructuring of automakers

1994 Mazda becomes a Ford subsidiary (dissolved in 2008)

1998 Toyota turned Daihatsu and Hino Motors into subsidiaries, and Daimler-Benz absorbed Chrysler (dissolved in 2007) 1999 Nissan becomes a Renault subsidiary

In June 1998, Akihiko Shido was appointed Yorozu's third president, while Akira Miura became its chairman. Yorozu embarked on a fresh start on its 50th anniversary, aiming to transform into a new Yorozu, namely, "an excellent company, global in its presence."

This "excellent" referred to the fact that fostering globalization and maintaining safety and quality were the vital lifelines for Yorozu's survival. In his inauguration speech, the new president said, "This is a very difficult

management environment, but I accept this positively, as the crucible that is given to us. I am committed to giving my utmost to make early decisions and implement quality business management."

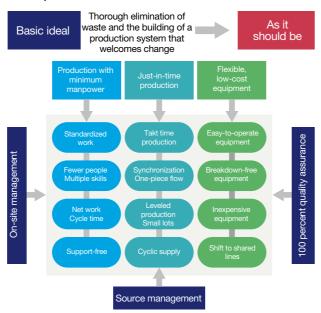


President Akihiko Shido

2. Carrying out the YPW (Yorozu Production Way)

As a step toward becoming an excellent company, Yorozu has worked on a structural reform of manufacturing to ensure consistent profits, and carried out activities toward building the Yorozu Production Way (YPW) (a system for synchronized production). The purpose of this was to thoroughly eliminate waste, create a production system that is resilient to change, and improve the corporate structure with an emphasis on reducing fixed costs. The introduction of the Toyota Production System (TPS) was part of this effort.

Conceptual chart of the YPW



Initiatives for quality improvements

Yorozu obtained ISO 9001 and QS 9000 certification. essential to overseas expansion, for its domestic and overseas sites (see Part 2, p.21), and continued working toward the goal of generating and releasing zero defective products.

In December 1998, YMEX received Nissan Mexico's Maestro de Calidad quality award for fiscal 1998, and the Ford Q1 award in May 1999. In Japan as well, Yorozu received numerous quality awards from Kubota, Nissan, and others.



Kubota's Overall Award (May 1998)

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Yorozu Engineering (YE)

4. Total production system

Yorozu's unique integrated production system, the Total Production System, handled everything in-house, from development and production preparation such as analytical prototype testing, design and manufacture of dies, jigs, tools, and equipment, through to production and quality assurance. Supported by the system, Yorozu's global business structure steadily improved, making it on par with rivals in overall competitiveness. The Total Production System is Yorozu's greatest strength.

Yorozu worked to augment and upgrade the facilities at its production bases in Japan and abroad, especially Yorozu Engineering (YE), which was founded in October 1992 to make production equipment.

2. A New Path as an Independent Manufacturer

1. The automotive industry and drastic changes around the world

The Japanese economy faced a prolonged slump in the 1990s, while market maturation, the end of the Cold War, increased competition with China and other

Asian economies, and economic tensions between Japan, the U.S., and Europe along with the strong yen added to the challenges. Simultaneously, rapid advancements in IT and global corporate management standards brought about a paradigm shift in Japan's business environment. Automakers were also forced to reduce costs and form alliances in order to survive.

2. Shock of the Nissan Revival Plan

In March 1999, Nissan agreed to a capital and business alliance with France's Renault. That October, Nissan's CEO, Carlos Ghosn, announced the Nissan Revival Plan (NRP). The NRP called for cost reductions of 1 trillion yen and large-scale plant closures and personnel reductions to eliminate excess production capacity by fiscal 2002. The 20 percent reduction in purchasing costs for parts and materials in particular was seen as one of the key points, and in connection with this, the keiretsu was dismantled by selling the shares of partner companies, as well as winnowing and reorganizing them. Suppliers were also required to deal with global production expansion and module production on the same level as Japan.

The NRP was carried out regardless, despite being seen difficult in Japan due to its harshness, and managed to achieve its goal ahead of schedule.

■ Total production system



ICT stands for Information and Communication Technology

3. Reacting to the NRP

Yorozu created a plan for its own survival in the face of the NRP, the Yorozu Survival Plan (YSP). President Shido took the challenges of the break-up of the keiretsu as a chance for the Company to spread its wings: "We cannot stop. Anyone who gets in our way will be removed." With this decisive announcement, the Company began reforming itself. In addition to normal cost-cutting activities, painful decisions were made, such as to close Fukushima Yorozu and to ask employees to take early retirement. But this painful reform allowed costs to be slashed to below the target. For two years, fiscal 2001 and fiscal 2002, Yorozu was in the red due to drastic price cuts to meet Nissan's demands, but the Production Revolution—introduction of the Toyota Production System (TPS) and the Management Revolution—building a matrix organization separating each global function worked well to make the corporate structure even stronger.

4. Capital tie-up with U.S.-based Tower Automotive

The end of the capital tie-up with Nissan put Yorozu in danger of collapse, but President Shido took this as an opportunity for the Company to establish autonomous management, and searched for a strategic tie-up with a foreign company that could create synergies. Nissan suggested a tie-up with Auto Chassis International (ACI), a subsidiary of Renault, but Yorozu decided on its own and selected Tower Automotive, one of the biggest auto parts manufacturers in the U.S. Yorozu successfully persuaded Nissan by emphasizing the fact that a tie-up with ACI was not likely to create the expected synergies but a tie-up with Tower Automotive would contribute to Nissan and Renault's business through sales of Yorozu's shares at favorable prices.

In September 2000, Tower Automotive obtained the shares of Yorozu held by Nissan, and Yorozu formed a comprehensive strategic alliance with the company. This tie-up was dissolved in three and a half years with the March 2004 buy-back of all 6,600,400 shares held by Tower Automotive. Although nothing eventuated in sales achievements, several positive outcomes were obtained, including establishment of synergies in production, development, and procurement, and American-style management such as investment decisions.

5. Expansion with a view to the global market

Yorozu moved ahead with the creation of production sites and business locations equipped with development functions with an eye to all Japanese automakers.



Signing ceremony between Nissan, Tower, and Yorozu (September 21, 2000)

In North America, centered on Yorozu America (YA) existing since 1997, Yorozu Automotive North America (YANA, Michigan) was established in September 2000 (operations started in April 2002) to produce modules for GM. This led to business with new customers; Honda companies in the U.S. and Canada, as well as Mitsubishi Motors and Subaru in the U.S. In September 2001, Yorozu Automotive Mississippi (YAM, Mississippi) was established (operations started in May 2003) based on Nissan's plan to expand its Canton Plant. In doing so, Yorozu declined Nissan's request to establish YAM in Nissan's supplier park, and instead selected Vicksburg



Yorozu Automotive North America (YANA) groundbreaking ceremony (November 2000)



President Shido giving a speech at the groundbreaking ceremony



Yorozu Automotive Mississippi (YAM) groundbreaking ceremony (December 2001)



Yorozu Automotive Mississippi (YAM) grand opening (May 2003)

as convenient to GM, forging its own path as an independent company. This meant that there were now three production locations in the U.S., including Yorozu Automotive Tennessee (YAT, Tennessee), with YA acting as the controlling base for the expansion of North American businesses.

In Asia, the machining plant at Yorozu Thailand (YTC) was expanded and Yorozu Engineering Systems Thailand (YEST) was established in November 2002. The aim was to increase YTC's competitiveness through local procurement of dies and jigs, as well as to improve the Group's abilities to manufacture production facilities. YTC continued to grow, receiving its first order from



Toyota as the Yorozu Group.

Suzuki and Toyota.

own efforts.

Also, in China, considered a huge market, Yorozu

Bao Mit Automotive (YBM, now G-YBM) was established

in Guangzhou in September 2003, as a joint venture

with Shanghai Bao Steel International Economic &

Trading (the Baoshan Iron & Steel Group) and Mitsui &

Co. (operations started in June 2005). Guangzhou was

home to so many Chinese- and foreign-based

automobile manufacturers that it was called "the Detroit

of China." YBM was able to guickly achieve high quality

and high productivity, and successfully obtained orders

not just from Nissan, but from a local joint venture of

with the NRP, led Yorozu to realize its responsibility as a

fully independent, global automobile parts supplier, and

now the Company was ready to take on the new

challenge of increasing its corporate value through its

The greatest ordeal since its founding, which began

Groundbreaking ceremony for Yorozu Bao Mit Automotive (YBM) (April 2004)



YEST opening ceremony (February 20, 2003)



President Shido visiting YBM (2006)

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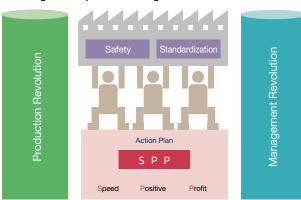
3. Carrying Out a Management Revolution

1. Management reforms

With the NRP of fiscal 2002 coupled with a domestic slump, Yorozu suffered two years of losses. In order to transform into a profitable structure, from April 2003 the Company started management reforms based around the two pillars of a Production Revolution and a Management Revolution. To push this forward, the Company renewed the YSP by replacing the term "Survival" with "Success" in the new Yorozu Success Plan (YSP).

The Production Revolution emphasized competitiveness and profitability. The Toyota Production System (TPS) was brought in to evolve the Yorozu Production Way (YPW) that lay at the heart of this Revolution. It was about improving quality and productivity with safety at its core, aiming for an innovative *monozukuri* or manufacturing. In April 2003, the Production Revolution was launched in earnest at all domestic and overseas bases.

Enacting the two pillars of Management Reform



Global functional matrix organization in 2003

Region		North America					Asia			Japan					
		X	YAT	YANA	YAM	YMEX	YTC	YEST	YBM	Tochigi	Oita	Aichi	Shonai	YE	X
	Sales	• Corp	oorate-	wide sa	ıles act	ivities b	ased o	n "Glob	oal Ord	er Planı	ning"				
Quality		Quality improvement through global development of Yorozu Quality System													
	R&D Engineering	Realization and global development of the most speedy system to manufacture the best products through simultaneous activities (for R&D, production preparation)													
YGHO	Production	Ensuring safety and improving quality, profit-earning capabilities, and competitiveness Elimination of waste and establishment of a flexible production system													
	Production control (Sourcing/Site)	Procurement: Global optimum purchasing Production sequence: Global optimum production site													
	Human resource	Quality-focused human resource development and training, and global rotation of personnel by placing the right person in the right place													
Financial affairs Planning of measures to achieve an operating income ratio of 6% or higher, and Reduction of interest-bearing debt through effective utilization of the Group															

Building frameworks for just-in-time *monozukuri* and *monozukuri* with minimal cost were the immediate issues. President Shido asked employees to understand that they would be able to achieve goals by carrying out this Production Revolution with a keen sense of improvement. Because strengthening the factory floor was the most important task, President Shido strongly urged implementation of the 5G approach—*gemba* (real site), *gembutsu* (real object), *genjitsu* (reality), *genri* (principle), and *gensoku* (rule)—that encourages initiatives based on the principles of discerning the essentials and then acting promptly, rather than just relying on experience or instinct; actually seeing the reality of real objects at the actual place.

The Management Revolution was referred to "a global functional matrix organization." To correct the issue of "partial optimization," the organizational structure of the entire Group needed to be reformed. In this organization, the heads of each site on the horizontal axis, and the managers of each Head Office function on the vertical axis, were to manage all sites on a perfunction basis from a company-wide perspective. This approach aimed to achieve overall optimization by identifying operational issues that could affect the Group's overall value and efficiency. To this end, in September 2003 Yorozu converted the Nakatsu Plant into Yorozu Oita (YO) and in March 2004 it turned the Oyama Plant into Yorozu Tochigi (YT) to make independent companies capable of speedy management. This also aimed to downsize the Headquarters by making all sites focus on production and eliminating unnecessary indirect departments.

The Yorozu Global Head Office (YGHO) was established in April 2004 to serve as the control tower

for the Yorozu Group. It designated functional managers in charge of sites or functions to



Extraordinary General Meeting of Shareholders held on March 10, 2004

supervise and support business activities so that the matrix organization can operate in an effective and efficient manner.

2. Expansion of Yorozu's global network

Yorozu had tended to act independently when expanding overseas. However, for rapid globalization, it was increasingly important to have strategies based around alliances as well as allocate limited management resources to areas where they were most needed.

In 2000, Yorozu signed an agreement for technical cooperation with ACI, a leading French suspension manufacturer, and took responsibility for the processes from development to production. Building on that experience, Yorozu signed a development technology agreement with ACI in 2003 for global production of the Suzuki Swift, while it shared production with Hiraoka Body Co., Ltd. In India, Yorozu forged technical ties with the Maruti Udyog (now Maruti Suzuki India) joint venture JBML in 2004. Yorozu provided dies and equipment for suspension parts, and sent technicians to provide technical guidance. Additionally, Yorozu formed a technical tie-up with Germany's Benteler and provided technical guidance to AAPICO in Thailand, a local manufacturer of frame parts.

As Yorozu built global alliances, it now had five subsidiaries in North America; four production bases of YAT (formerly CYC), YMEX, YANA, and YAM, with YA liaising with the Yorozu Headquarters to oversee them. In Asia, Yorozu had YTC and Yorozu Engineering Systems Thailand (YEST), which was established in November 2002, and Yorozu Bao Mit Automotive (YBM) which was established in November 2003 in China.

On the other hand, Yorozu's domestic setup consisted of the production bases of Yorozu Tochigi and Yorozu Oita, the parts production site of Shonai Yorozu, the die and equipment manufacturing site of Yorozu Engineering (YE), Yorozu Service (YS) to handle

employee welfare, and in October 2005, it added its business partner Aichi Kiko as a member of the Yorozu Group, changing its name to Yorozu Aichi. This meant there were now a total of seven Group companies in Japan, including Yorozu Corporation (YC) itself.

Making maximum use of its network of bases built by actively utilizing alliances, Yorozu formed new relationships with Mitsubishi and Suzuki in 2003, finally doing business with all 11 Japanese automakers, including Nissan, Honda, and Toyota.

Yorozu's domestic and overseas network has reached 15 companies. The system proudly offers identical quality worldwide, covering major North American and Asian cities in order to respond to automakers' global car business.

4. Strengthening Competitiveness and Internal Systems

1. Aiming for Excellent QCD + D

To achieve the goal of becoming the "No. 1 in customer satisfaction in global QCD," as an independent manufacturer, President Shido took every opportunity to present his idea of "All work is to be standardized" to all employees.

In the Medium-Term Business Plan (2005–2009) that started in fiscal 2005, one of the points of emphasis was to improve quality (Q), cost (C), and delivery (D) to the realms of excellence. The addition of development (D) aimed to take the number one spot in customer satisfaction. This was summed up as "Excellent QCD + D," and positioned strengthening development capabilities at the heart of the management policy, incorporating concrete measures into Yorozu's mediumterm and annual business plans.

Strengthening development capabilities

Achievement of Mid-term Vision

"Far and away the best"
Development
Enhancement of
"Development Capabilities"

Basis for Achieving Mid-term Vision

S
Q
C
D
(Safety) (Quality) (Cost) (Delivery)



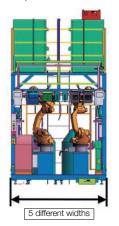
026 Corporate Development

2. Standardization of work

The reason Yorozu paid so much attention to standardization at all its global locations is that, in the course of the expansion of bases for worldwide business development with the diversified production scale, if *monozukuri* (manufacturing) was not evaluated, quality would not be consistent, and if a problem occurred, it would not be possible to share the problem and countermeasures globally. Standardization was seen as essential for global expansion, and as the place to start reducing costs that would also lead to *kaizen* (improvements).

Yorozu's primary strength in sales expansion was its Total Production System. Without this thorough standardization, the system would not have functioned. Yorozu had worked for about 10 years to create an integrated system that embodied excellent QCD + D, and had largely succeeded. The next step was to make the great leap from a conventional company that focuses on accepting orders to a "proposal-type" company worthy of its status as an independent parts manufacturer.

Example of standardization for assembly equipment frames





exchange opinions. In the future, the Company will continue to be mindful of the importance of communication and create an environment that matches its global system.

4. Promoting CSR

In April 2005, Yorozu established the CSR Promotion Committee in order to better meet its corporate social responsibilities (CSR) by taking full-fledged action on CSR issues. The committee set up four subcommittees: corporate governance, compliance, risk management, and the environment.

In addition, believing that all its employees must clearly understand that companies, like people, must behave in certain ways and take certain stances in order to be accepted in society, Yorozu issued the Yorozu Group Charter of Corporate Behavior and Employee Code of Conduct that December, and in January 2006, it brought in the Yorozu Hotline system.

5. Initiatives for internal control

In May 2006, Yorozu established the Internal Auditing Office in preparation for the implementation of the internal controls over financial reporting required by the Financial Instruments and Exchange Act. The objective was to create a robust internal control system that would foster social trust and secure the healthy and sustainable growth of the Yorozu Group.

The Company embarked on reforms that would sustainably increase corporate value and gain social trust by continuously increasing its management transparency to allow all stakeholders to understand the health of its management.

3. Inner globalization

The world economy was entering a borderless era and companies needed to carry out their business while mutually accepting the values of diverse people and countries rather than being constrained by convention. In particular, carrying out effective organizational communication and smooth exchange of information emerged as an important issue for a company that aspired to global business development.

The Yorozu Group has held Global Meetings and Corporate Strategy Meetings with the participation of all sites and departments, including overseas, each year to



Company briefing for suppliers



Scene from an IR seminar venue

Revising the Yorozu Success Plan for medium- to long-term growth

Yorozu named its medium-term business plan the Yorozu Success Plan. Its goals for fiscal 2008 were consolidated sales of 105 billion yen and consolidated operating income ratio of at least 6 percent. However, there were large changes in the automotive industry, and in North America, sales of Japanese automakers, which specialize in smaller cars, tended to increase. Growth in the emerging BRIC countries, especially in Asian markets, was remarkable. More aggressive advance investment (prioritized allocation of management resources) in those countries became necessary.

In June 2007, with the Yorozu Group's future development in mind, the plan was extended to fiscal 2011, revised to the goals of a consolidated sales of 130 billion yen and consolidated operating income ratio of at least 6 percent.

7. Capital policy

As for the Yorozu Group's capital policy for growth and development, the Company began considering disposing of the own shares it had held for about four years since the capital tie-up with Tower Automotive ended. At an extraordinary Board of Directors meeting on March 7, 2008, the Company decided to sell some of its own shares (2.15 million shares, about one-third of those held by Yorozu and approximately 10 percent of all shares issued) to third parties. The shares were distributed as follows: JFE Steel Corporation and Suzuki Motor Corporation 800,000 shares each; Tachi-S Co., Ltd. 180,000 shares; Kasai Kogyo Co., Ltd. 170,000 shares; Mizuho Bank, Ltd. and the Bank of Yokohama, Ltd. 100,000 shares each.

The baton passes from the founding family to President Kazumi Sato

In 2008, the Japanese economy suddenly faced an increasingly harsh situation due to the rapid surge in raw material prices, including crude oil prices. There were also significant and drastic fluctuations in the exchange rate, raising concerns about tough revenue environment for parts manufacturers.

In April 2008, Yorozu reached its 60th anniversary. Kazumi Sato was made the fourth president that June, and President Shido became Chairman and CEO. With the expectations of even further growth, a major reshuffle of the officers was carried out. Four members of the Board were replaced, and there were also changes in responsibility for the officers.

In his inaugural address, President Sato said, "For Yorozu to continue to grow strongly, we need the unique technological capability of Yorozu, as well as the superb human resources of Yorozu. I believe that the most important thing for a business person is to share knowledge and wisdom, be creative, and hone oneself through work. I want to build up strong bonds and the shining spirit of tackling challenges together with you all."



Chairman Shido (Right) and President Sato (Left)

PART 3 Taking on New Challenges 1998–2008

PART 4

Embarking on New Initiatives

 $\sqrt{2008-2023}$

1. Urgent Profit Improvement Initiatives

1. Yorozu Success Plan

Through the Yorozu Survival Plan that was created for its own survival, Yorozu turned a profit in 2003 after suffering losses for two consecutive years in 2001 and 2002. To shift the Company's direction from the Yorozu Survival Plan-which was in response to the Nissan Revival Plan and aimed at survival—toward growth and further development, Yorozu formulated its own Yorozu Success Plan. The goals for fiscal 2008 were set as consolidated sales of 105 billion yen and a consolidated operating income ratio of at least 6 percent. Management reform was undertaken with two main aspects: Production Revolution that implemented the Toyota Production System globally from 2003, and Management Revolution that introduced a functional matrix organization in 2004. To become a competitive corporate group, the Yorozu Group's action principles were set as "Speed, Positive, Profit" (SPP), changing the corporate culture itself.

Furthermore, U.S.-based Tower Automotive—which became Yorozu's partner after the breakup of the *keiretsu* under the Nissan Revival Plan (NRP)—had also been performing poorly, and in March 2004, Yorozu bought back all its shares held by Tower Automotive and the tie-up was dissolved. The Company once again embarked on the path of an independent parts manufacturer. To develop new customers, it was necessary to strengthen development and technological capabilities as well as expand the Company globally.

2. The impact of the bankruptcy of Lehman Brothers (September 2008) on the automotive industry (bankruptcy of General Motors)

After the implementation of the Nissan Revival Plan in 2000, Yorozu had grown sales smoothly through aggressive sales activities. In fiscal 2006, the Company achieved sales of 119.3 billion yen and an operating income of 4.4 billion yen. However, triggered by subprime loans—which are housing loans targeting low-income earners in the U.S.—turning into bad debts, major investment bank Lehman Brothers went bankrupt in September 2008. The financial unrest

spreading in the U.S. soon led to a global recession. Significantly affected by this impact was the automotive industry. Concerns about the dollar also drove up the value of the yen, and automobile manufacturers in Japan suffered greatly.

In addition, General Motors (GM)—which made up 80 percent of YANA's sales—filed for bankruptcy under chapter 11 of the U.S. Bankruptcy Code (commonly referred to simply as Chapter 11 and equivalent to Japan's Civil Rehabilitation Act) in June 2009. Similar to other auto parts manufacturers, Yorozu's business worsened drastically, and the Company had to undertake profit improvement activities for a chance at survival.

As a drastic decrease in sales was expected, Yorozu first sought to survive by thoroughly limiting expenditure. Therefore, the following measures were taken based on a policy of "achieving maximum efficiency with bare minimum cost."

- In North America, consolidation of production to improve the level of operation
- Cost reduction at factories through an efficient production system
- Significant savings in labor costs and expenses
- Efforts in educational reform through the human resource function under management by function

Yorozu also took this crisis, said to be a once-in-acentury major recession, in a positive manner. Seeing this as a golden opportunity for bold reforms, the Company decided to work on reinforcing the management structure, pursuing thorough standardization and promoting the three Rs (see p.31) as part of *monozukuri* (manufacturing) reform, and working on developing human resources.

3. Consolidation of production into YAT

As the first profit improvement activity, Yorozu undertook the consolidation of production to improve operational efficiency in North America. This involved the closure and liquidation of YAM and the discontinuation of operation at YANA.

Closure and liquidation of YAM

As YAM's production at that time was mainly for large vehicles, its production volume for fiscal 2008 was hit severely, falling by approximately 70 percent from the initial plan. Considering that letting YAM continue to bleed red ink was no longer acceptable, the Company closed YAM in December 2008 and consolidated all production operations into YAT despite incurring temporary costs. Later, the Company liquidated YAM, determining that there would be no future recovery in demand.

Discontinuation of YANA operation

Production volume at YANA fell significantly, down approximately 70 percent from the previous fiscal year, affected by the June 2009 bankruptcy of GM, which made up 80 percent of YANA's sales. Yorozu therefore discontinued operations at YANA in December 2009 as part of its response to a change in the production system of the new GM, and consolidated all production into YAT as in the case of YAM. This consolidation resulted in an extremely difficult decision to lay off a total of 700 employees.

YANA, at first, intended to resume business there upon recovery of demand in North America, especially from the new GM, and in Canada. However, as the center of automobile production in the U.S. moved to the south and central states, the premises are currently used for rental.

4. Aims for overall optimization through maximum efficiency with minimum costs, complete standardization, and implementing of the 3Rs

Due to the impact of the bankruptcy of Lehman Brothers in September 2008, orders from customers decreased, significantly affecting Yorozu's profits. The Company therefore started "Urgent Profit Improvement Activities" across the entire Group to survive as an automotive suspension parts supplier.

These activities involved three key measures: (1) substantial reduction in capital investment, (2) substantial reduction in product costs, and (3) substantial reduction in general expenses. By implementing the measures thoroughly, the Company aimed to achieve its target for the operating income ratio without fail. Of these measures, (2) and (3) were implemented by production departments (sites) through their activities for evolving the Yorozu Production Way (YPW).

To advance the evolution of the YPW, the Company invited an external consultant in 2003, introducing the Toyota Production System (TPS). Since before the Urgent Profit Improvement Activities were implemented in 2008, the evolution of the YPW itself had continued. Triggered by the consolidation of production sites, the Company swiftly applied specific measures to maximize efficiency while minimizing costs and ensure thorough standardization across the sites. This method, along with the mindset, has been passed down since then as a corporate policy.

The Company also devised the following efficient production styles for the periods of lower production volume, which continue to be adopted even today:

- Implementing the 3Rs—Reduce, Reuse, and Recycle—by extracting fully functional parts and machines from the ceased facilities and dies, and reusing them efficiently (which simultaneously reduces waste)
- A continuous production system that seamlessly connects the working hours for the day and night shifts
- Engaging in intensive production in the first half of the week to complete the planned production volume for the week, and stopping the production lines on weekends

The initiatives aimed at generating a mindset of *kaizen* (improvement) led to the achievement of the targets set under the Medium-Term Business Plan "Yorozu Success Plan."

Cost savings

In the Urgent Profit Improvement Activities implemented in response to the impact from the bankruptcy of Lehman Brothers, significant savings in labor costs and expenses also became major issues. Specifically, these issues included reducing travel expenses to zero in principle by utilizing videoconferences and teleconferences; prohibiting the paid use of external facilities; creating education programs in-house; stopping the placement of orders for office supplies; and prohibiting color copying. Moreover, Wednesdays were designated as days on which all employees must leave work on time, and by shutting down access to the network after regular working hours, overtime work was reduced to zero in principle.

To protect jobs for employees, Yorozu cut the compensation and salaries of its officers and those in management positions (by 20 percent for directors, by 15 percent for executive officers, and by 10 percent for those in a management position) as labor cost reduction measures, albeit for a limited time (Feb.–Nov. 2009). At the same time, the Company initiated work sharing*1 for non-regular employees over the age of 60.

This work sharing involved having non-regular employees serve as coaches or instructors rather than players to hand over their knowledge and experience to next generations. Therefore, it even functioned as an educational reform facilitating the generational changes required for the Company to achieve sustainable growth and development into the future.

Part 4 Embarking on New Initiatives 2008–2023 031

The workload of one person was shared by two persons, resulting in reduction of the weekly working hours from 40 to 20.

Apart from these measures, the Company adopted a "zero-based" approach as a decision criterion for all of its spending and put into practice maximum efficiency with bare minimum cost by considering what was at least needed, rather than what could be reduced. Use of this approach has continued to this day.

2. Integration of Development and **Production Departments to Increase Global Competitiveness**

1. Establishment of Yorozu Global Technical Center (YGTC)

Yorozu carried out two rounds of relocation from its Yokohama headquarters to YT's plant building, first relocating its experiment and prototype departments in May 2010 and then a total of 270 employees in its R&D, manufacturing engineering, production control, purchasing, quality assurance, YPW, and safety control departments in January 2011. This was aimed at strengthening technological capability by bringing monozukuri departments close to production sites.

Moreover, in May 2014, the construction of Yorozu Global Technical Center was completed. The Center, located on the premises of YT, provides network connections with other sites and is equipped with all monozukuri functions. The Company relocated the R&D, manufacturing engineering, production control, purchasing, and quality assurance departments, for which the personnel was increased with the expansion of work volume, entirely to the Center.



Yorozu Global Technical Center

2. Aiming to become a suspension system manufacturer

In 2015, looking ahead to the next 10 years, Yorozu formulated its corporate vision "Create new value through suspension systems, and build the presence of the

'Yorozu Brand' throughout the world" in its YSP2017 (refer to "First Public Announcement of Medium-Term Business Plan YSP2017 (Yorozu Spiral-up Plan 2017)" on page 40). Although its mainstay products had been suspension parts, the Company decided to focus on a fully integrated production system, from performance development to mass production, for suspension parts and its peripheral components (parts connecting to bodies and wheels), to become a suspension system manufacturer. At present, the development and production engineering departments collaborate closely with the production sites, advancing the development of new products with maximum efficiency.

3. Active Overseas Development

1. Standardization at all global sites

Yorozu increased its overseas business sites to strengthen its global supply capacity, but a number of unexpected adverse effects appeared as a result. For example, as each president was responsible for the profits earned at the site, each site focused only on their own production, doing *monozukuri* in their own wav in pursuit of "optimization" for themselves (partial optimization). To eliminate this adverse effect and maintain consistent product quality, the Company carried out standardization of monozukuri. This enabled the Company to implement measures immediately across its sites even when an issue occurred, and realized the same quality worldwide as requested by customers. Moreover, Group management solely seeking overall optimization was embodied.

For example, Yorozu undertook complete standardization across the globe, from plant buildings to facilities, thereby constructing an optimum production system for the Group. At the same time, the Company established a production method in Japan, and this enabled the Company to launch plants with maximum efficiency as it became possible to implement the same production method at any site by transferring the method overseas. It was this complete standardization that allowed the Company to launch six overseas sites in merely three years.

Overseas sales ratio exceeding 70 percent

Back in those days, automakers were aiming to expand production overseas by increasing the production ratio in emerging countries. To follow their strategy, parts manufacturers were also required to have a global supply capacity. Yorozu expanded business overseas, such as with Renault, Volkswagen, and Daimler, and as a result, its overseas sales ratio increased to more than 70 percent from fiscal 2013 onward.

Standardized factory floor and building layout





Mexico



Thailand

2. Establishment of seven overseas sites

Establishment of W-YBM

Second site in China

In 2009, China's automotive industry continued to grow rapidly, and Dongfeng Motor Co., Ltd. (Dongfeng Nissan) and Dongfeng Honda Automobile Co., Ltd.-Yorozu's

major business partners—were steadily increasing their production. To respond to an expected further increase in production volume and achieve corporate growth, Yorozu decided to expand into Wuhan City, known as the center of China, in 2010 through a three-party joint venture with Baosteel Metal Co., Ltd. and Mitsui & Co. With Dongfeng Honda Automobile located in Wuhan, this was major groundwork for receiving new orders for Honda parts.

A grand signing ceremony for the three-party joint venture contract was organized by the Wuhan Economic & Technological Development Zone on April 21, 2010, and a new company, Wuhan Yorozu Bao Mit Automotive Co., Ltd. (W-YBM), was established in July.

The construction work for W-YBM began in November 2010. The site area was 62,200 m², which was almost the same as that of G-YBM, and the building area for the first phase was 23,300 m². The plant construction and preparations for production were expedited with the aim of completing the transfer of 21 parts, 126 dies, and 70 cells for the X-TRAIL and QASHQAI of Dongfeng Nissan Motor from G-YBM immediately after China's National Foundation Day in the following year (November 2011).



Signing ceremony for W-YBM three-party joint venture contract (April 2010)

Business site expansion in China

For emerging countries, Yorozu expanded its existing sites, in addition to opening new plants.

In April 2019, W-YBM decided to rent a 5,000 m² section of a plant owned by Digital Stamping Technology (Wuhan) Co., Ltd. (Sumamo), which was located near W-YBM and equipped with a press plant, to respond to increased production from August of that year.

Following the further expansion of customers' production in China, Yorozu was considering the establishment of a third site and other possibilities. However, after learning that Nissan would establish a new plant in Wuhan, the Company decided to focus on enhancing its capacity in Wuhan. The partial rent of the Sumamo plant was also aimed at addressing a shortage of assembling areas at the existing site of W-YBM, and it was decided after consideration of the proximity of customers.

Establishment of YJAT, YAI, and Y-OAT

Yorozu also established three companies in two years in Asia other than China to respond to the business expansion of its customers.

India

In December 2010, Yorozu established Yorozu JBM Automotive Tamil Nadu Pvt. Ltd. (YJAT) in Chennai, Tamil Nadu, India through a joint venture with JBM Auto System Pvt. Ltd., a major local auto parts manufacturer*2. The purpose was to leverage the business opportunities associated with the rapid growth of India's automotive market while meeting the increased production demands from Renault-Nissan there.

Indonesia

Indonesia was a country which automakers were focusing on as an increasing number of consumers there were shifting from motorcycles to automobiles (motorization) with an improvement in their income levels. In anticipation of further growth in the future and with a view to responding to Nissan's expansion of production under its Nissan Power 88 mid-term business plan, Yorozu established PT. Yorozu Automotive Indonesia (YAI) through a joint venture with Marubeni Automotive Corp. in Karawang, West Java Province, Indonesia in January 2012.*3

Third site in Thailand

In April 2012, Yorozu established Y-Ogura Automotive (Thailand) Co., Ltd. (Y-OAT) in Rayong, Thailand as its third business site in the country through a joint venture with YTC, Y-TEC CORPORATION, and OGURA KINZOKU Co., Ltd. The purpose was to leverage business opportunities in the ASEAN market, which was expected to further grow in the future, while responding to Nissan's expansion of production under its Nissan Power 88 mid-term plan.



YJAT opening ceremony



Y-OAT opening ceremony



YAI opening ceremony

Establishment of YAGM, YAB, and YAA

In addition to Asia, Central and South America also became an important area for the automotive industry. This was a region with many emerging countries, such as Brazil-a major BRICS country, and Mexico-a NEXT 11 country where production sites were located for delivery to the U.S. based on the North American Free Trade Agreement (NAFTA) and its successor U.S.-Mexico-Canada Agreement (USMCA). Along with its customers, Yorozu also established new business sites in this region.

Second site in Mexico

In Mexico, Japanese OEMs increased their automobile production one after another; Mazda announced its expansion into the country in June 2011, while Honda announced the construction of its second plant (Celaya Plant) in August 2011 and Nissan the Aguascalientes 2 plant in January 2012. In response to these moves, Yorozu established Yorozu Automotive Guanajuato de Mexico, S.A. de C.V. (YAGM) in Apaseo El Grande, Guanajuato in March 2012 as its second site in the country through a joint venture with YMEX and Metal One Corp.





YAB opening ceremony

Brazil

In September 2012, Yorozu established Yorozu Automotiva do Brasil Ltda. (YAB) in Resende, Rio de Janeiro, Brazil through a joint venture with the Mitsui & Co. Group*3.

These were aimed at swiftly facilitating the supply to Nissan's new plant, in line with the Nissan's Power 88 mid-term plan that embraced capitalizing on business opportunities in the Central and South American market.

U.S.

To improve the operational efficiency at its sites in the U.S., Yorozu closed YAM in 2008, suspended the operation at YANA in 2009, and consolidated production into YAT. However, the production volume of automobiles increased with the economic recovery of the U.S. after the bankruptcy of Lehman Brothers. To avoid risks associated with the concentration of production at YAT and provide parts speedily to customers who had shifted their production to the south and central states of the country, the Company established Yorozu Automotive Alabama, Inc. (YAA) in Alabama in October 2015 through a joint venture with YA and the Sumitomo Corporation Group. The operation at YAA began in 2017.



YAA opening ceremony

4. Rebuilding of Backbone Systems and Reinforcement of IT Infrastructure

1. Project for rebuilding domestic backbone systems

Since 1970, Yorozu's backbone systems had been built using a mainframe (host computer), and operated through central processing. However, in the 1990s, along with the improvement of personal computers (PCs), corporate information systems started to shift to decentralized processing systems using servers, which were cheaper than host computers, and client PCs. In the 2000s, the mainstream further shifted to generalpurpose Enterprise Resource Planning (ERP), in which sales, purchase, production control, and financial accounting are all integrated into one system. Yorozu also adopted BAAN (later, its successor LN*4)—a global ERP product-for its overseas sites, which started to grow rapidly in the 2000s, to build backbone systems.

Meanwhile, for domestic backbone systems, Yorozu

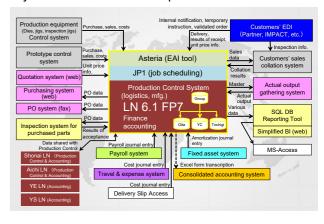
continued using a host computer system and started to face various issues. These included business specifications and program logic turning into "black boxes" as a result of the retirement of baby-boomer employees with host computer skills, and inability to catch up with the pace of business updates due to the system configuration based on monthly batch processing. To solve these issues, the Company launched a project to rebuild its domestic backbone systems in fiscal 2010.

Yorozu's Infor LN/BAAN IV Introduction Status



Project members faced various difficulties during their activities, and due to enormous man-hours, the conditions were extremely tough. Nevertheless, they overcame the difficulties, and the transfer to an LN system was completed for sales, purchase, and production control in December 2014 and for financial accounting in September 2015. Later, by December 2016, the system transfer was completed at SY, YI, YE, and YS as well. In February 2017, the host computer was finally discontinued and removed after being used as Yorozu's backbone system for 47 years.

System Structure for Domestic Operations

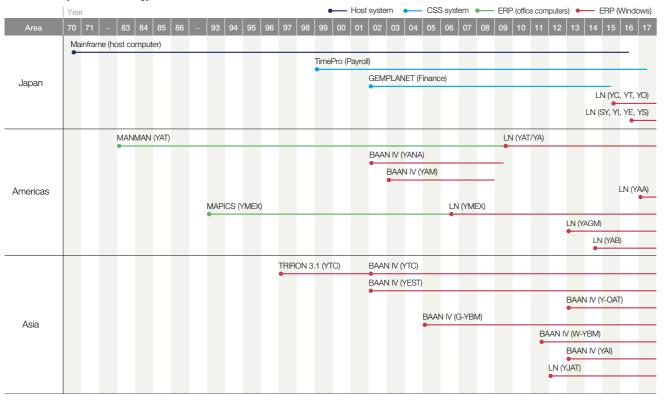


[.] LN is ERP package software sold across the world. It is a system that offers business process functions generally deemed globally standard. It is common to introduce LN by innovating the business and aligning daily operations with the system's functionality

As of December 2023, the joint venture partner is JBM Auto Ltd. due to the merger of JBM Auto and JBM Auto System on January 1, 2020.

A wholly owned subsidiary as of December 2023.

Backbone System Chronology for Global Sites



2. Reinforcement of IT infrastructure

The global expansion of Yorozu's production sites progressed further starting in 2010. The Company launched videoconference and other systems to improve the collaboration and communication among domestic and overseas sites, resulting in a significant increase in the data traffic on the internal network. As it became necessary to reinforce the network infrastructure to address the larger volume of communication, the Company increased the capacity of network channels and devices from 100 MB to 1 GB (=1,000 MB).

In addition, disasters caused by earthquakes occurred in many parts of Japan even after the Great East Japan Earthquake in 2011, while flood damage due to torrential rain also increased year by year, boosting the importance of business continuity plans (BCPs). As a BCP for its information system, the Company considered relocating the system servers to a data center. However, IT firms started to offer laaS*5, SaaS*6, and other cloud services providing access to servers and systems placed and operated within data centers, and the Company decided to switch to these services. Starting with the shift of its emailing system to Office 365 in 2014, the Company switched to Nissan's procurement system and knowledge system in 2017, and to the Die Equipment Assets Management System (DEAMS), the Prototype Arrangement Management System (PRAMS), and a sales verification system in

2018. It also implemented cloud servers, replacing inhouse servers and information systems in 2020. Furthermore, the Company adopted cloud systems such as the large file transfer solution e-Transporter and the electronic flow systems Garoon and kintone, and their operations began.

The COVID-19 pandemic in 2020 forced the Company to quickly set up a remote access environment for teleworking as many employees had to work from home all at once. In the year preceding the pandemic, some employees were already allowed to work from home after the completion of their maternity leave or childcare leave. Upon the outbreak, the Company swiftly prepared a remote access environment for all backoffice employees.

Column

Responses to the Great East Japan Earthquake, Floods in Thailand*7, etc.

On March 11, 2011, an earthquake with a maximum seismic intensity of 7 broke out, centered in the Pacific Ocean off the Sanriku Coast in the Tohoku region.

At 2:47 p.m., with major shakes, the electricity was cut off in the Yokohama area, where Yorozu's headquarters resides, and in the Tochigi area, where the Company's plant is located. Although the internal broadcasting system could not be used, all employees were able to quickly evacuate thanks to disaster-preparedness drills conducted every year.

As the public transport system was paralyzed in the Yokohama area, employees were divided into groups according to the locations of their homes and went home by sharing the cars of those commuting by car.

There was some damage at Yorozu Tochigi, including damage to the substation facility, the fall of smoke extraction ducts, and the breaking of window glass and walls. However, it only suffered minimum damage due to the safety measures regularly in place, such as installing fall prevention wire for facilities set at high places and fixing facilities placed on the floor with anchor bolts.

The substation facility was most difficult to restore as its pillar-shaped electricity-conducting copper parts called bus bars broke from the bottom. Despite the severe damage, the facility was restored in just two weeks by replacing the bus bars with electricity-conducting wires that are resistant to strong shaking. The repair would have otherwise required several months.

Yorozu also joined an effort to cut peak-time power usage in response to the nationwide power shortages due to the impact of nuclear accidents caused by tsunami. Specifically, the Company adopted a work system in which Saturdays and Sundays—when power



Cracks on the rooftop of Amagaya Dormitory in Oyama, Tochigi

consumption generally decreases—were designated as working days, while Thursdays and Fridays were designated as days off, from July to September, when power consumption is higher.

In the same year, there was also major flooding in Thailand.

Due to the impact of typhoons that occurred from July to October 2011, the Chao Phraya River in Thailand rose, resulting in massive floods. Flood damage spread in the capital city of Bangkok and industrial parks in the river basin, significantly affecting economic activities in the country.

Due to the flooding, some of Yorozu's business partners were forced to suspend their operations for about six months. However, Yorozu's Thailand site, YTC, remained unharmed thanks to the decision of Chairman Akihiko Shido. Recognizing the frequent occurrences of flood damage in Thailand, the Chairman proactively secured a plot of land situated on the highest hill within the industrial park for establishment of a new plant. Even though the plot had already been assigned to another buyer, during the negotiation with the seller, upon learning that it would only be sold under immediate contract signing, the Chairman swiftly signed the contract and acquired the lot. Thanks to his decision, YTC has never experienced flood damage.

The incidents that occurred in 2011, including the Great East Japan Earthquake and floods in Thailand, prompted Yorozu to recognize the importance of risk management anew to reduce damage and recover quickly in the event of a disaster. The Company updated its business continuity plans (BCPs), while helping suppliers to formulate their own BCPs and strengthening initiatives to collect supply chain information.



Yorozu Tochigi Substation 1 (damage to the transformer)

*7 In the Great East Japan Earthquake, the death toll and the number of people missing reached 18,425, and a total of 45,000 houses and buildings were partially or totally destroyed. Due in part to the impact of the accidents at the Fukushima No. 1 nuclear power plant, the peak number of evacuees was approximately 470,000. As for the floods in Thailand, the number of people affected was 2.3 million, and the death toll exceeded 800, with economic losses estimated at as much as 3.6 trillion ven

5. CSR and Governance

Coexisting with local communities

Yorozu's basic policy is to engage in fair and transparent corporate activities based on high ethical standards and respect for the law. Under this policy, the Company has not only complied with relevant laws and regulations but also conducted various activities as described below, recognizing that it needs to fulfill social responsibility as a good corporate citizen, gain trust from all stakeholders, and enhance its corporate value.

Holding the Yorozu Festival

Yorozu Group companies in Japan hold a festival in their areas to foster friendship among employees and with local communities. In September 2011, the 43rd Yorozu Festival was held at the Tochigi premises, co-sponsored by YC, YT, YS, the Yorozu Labor Union, and the Yorozu Tochigi Labor Union. The event was different from the previous

years in that the function of *monozukuri* was transferred from the Yokohama headquarters to Tochigi in the spring of 2011 and that the festival was held on a weekday as a change in the workdays had been implemented to adjust the demand for power in the months following the Great East Japan Earthquake. However, the event came out to be a success with the live performance of bands, a traditional lucky draw with gifts, and a bingo game.



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^{*5} laaS stands for Infrastructure as a Service, which is a cloud service providing infrastructure for servers and PCs.

SaaS stands for Software as a Service, which is a cloud service providing software and systems.

Accepted elementary and junior high school students for a plant tour

In November 2010, Yorozu Aichi accepted third graders at a local elementary school for a tour of its plant. After receiving explanation on the plant at the canteen, the children went on a tour and looked closely at the movements of the welding robot while being surprised at the size of the press machine. They went around the plant in orderly lines and listened carefully to the explanations given by employees, being well-mannered guests.

Local elementary and junior high school students also visited YE in March and YT in June 2014 on a social studies field trip. At YE, the students took a tour of the CAD room and looked at the die manufacturing process using large-scale machines. At YT, they watched the parts production process using a large-scale press machine. Some showed strong interest and took notes earnestly, while others were energetic and greeting in a strong voice, and Yorozu employees also learned a lot from the students.

2. Internal communication

Environmental month

In response to the June 5 World Environment Day designated by the United Nations (in 1972), events are held in many countries in June every year as the "environmental month." Yorozu also holds events, such as soliciting environmental proposals and slogans in Japan and giving awards to excellent ideas, in addition to holding a declaration ceremony and setting up posters. A variety of events are also held overseas, including a waste recycling contest held at YMEX, thereby actively promoting global environmental conservation activities.



Environmental month exhibits (2022)

Safety/health week

To coincide with the National Safety Week (aimed at promoting activities to prevent occupational accidents and further enhancing safety awareness and safety activities at

workplaces) in July every year and the National Industrial Health Week (aimed at maintaining and improving the health of workers and creating pleasant working environments) in October established by the Japan Industrial Safety & Health Association, Yorozu strives to increase employee awareness and revitalize activities for safety and health. In addition to distributing fliers, the Company carries out patrols and provides education at its domestic and overseas sites to help maintain and improve the safety and health of its employees.

Participation in a food drive in the U.S.

From November to December 2008, YANA provided underprivileged families in their area with food as a good corporate citizen, with employees there spending time and labor, not just their own money. YANA participated in this food drive (an initiative to collect food and distribute it to families in need) undertaken in the midwest state of Michigan for the fourth consecutive year from 2005 until it was no longer held, and the employees not only offered food but also games and raffles. In 2008, they provided 1,700 pounds (765 kg) of food.

3. Corporate governance

Establishment of internal control system

In 2005, a variety of company-related systems were reviewed systematically and drastically from the perspective of responding to changes in social and economic conditions, and the new Companies Act took effect (May 2006). In addition, under the Financial Instruments and Exchange Act, the application of internal control rules began from the financial announcement for the fiscal year ended March 2009. Due to this, creating an internal control system to control the risk of fraud (falsification including negligence) occurring in work related to financial reporting became a pressing issue in order to ensure the reliability of corporate financial reporting.

In light of these developments, regarding its basic policy on the development of an internal control system, the Company decided to adopt the Yorozu Group Charter of Corporate Behavior as the guidelines for daily business operations to ensure proper business.

Meanwhile, based on the action policies of its four subcommittees, the CSR Committee at that time was working on further enhancement of internal legal compliance, risk management, information disclosure, and other activities.

In May 2006, Yorozu established the Internal Auditing Office as an organization responsible for regularly auditing the activities of the CSR subcommittees and reporting to the Board of Directors. The Company thus began enhancing its system for monitoring, managing,

and ensuring the activities of business organizations set up by function.

For example, in terms of risk management, Yorozu created mechanisms (a 24-hour rule, etc.) for assuming and classifying specific risks in advance and communicating information quickly and accurately in emergency situations in accordance with its Crisis Management Policy. In the event of an unforeseen occurrence, a task force headed by the President is to be set up to prevent the spread and minimize damage and harm. The Company also established an executive officer system to transfer business execution authority to executive officers and thereby clarify responsibility.

Internal Control System



Responses to J-SOX

Since its establishment in May 2006 to implement internal controls related to financial reporting stipulated in the Financial Instruments and Exchange Act (the so-called J-SOX Law), the Internal Auditing Office has developed an internal control system with the aim of enabling the Yorozu Group to acquire social trust while ensuring sound and sustainable growth. The Act requires that a company should have a number of basic controls in place (such as dissemination of the Charter of Corporate Behavior and the Code of Conduct, rules on the division of duties, and employee education), in addition to ensuring the design and operational effectiveness of specialized controls for proper financial reporting. Therefore, aiming to contribute to the management of Group companies, the Office built an internal control system in all Yorozu Group sites in Japan and abroad, not just the sites for which such a system was required by the Act. In fiscal 2008, it began audits for the design and operational effectiveness of the controls, and in June 2009, it started to disclose internal control reports stating that the internal control system is effective.

For sites established thereafter, an internal control structure was built at W-YBM and YJAT in 2011, at YAI, Y-OAT, and YAGM in 2013, at YAB in 2014, and at YAA in 2016. The Office thus developed an internal control system related to financial reporting standardized within the Yorozu Group whenever operation began at a new site.

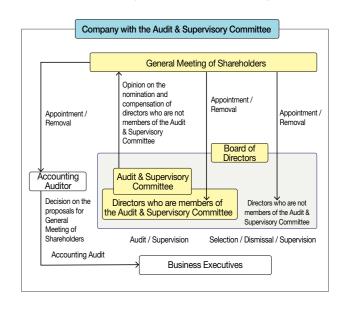
In fiscal 2015, Yorozu began full-scale audits on the efforts to reduce group-wide risks (including compliance) to ensure that the Yorozu Group conducts sound management and engages in fair and transparent corporate activities in accordance with social ethics. The audits for the first fiscal year were centered on the formulation of risk reduction measures. However, in the following fiscal 2016, the Company added to the audit items whether such measures had been properly implemented across the sites, thereby enhancing the audits further. The scope of the audits is being expanded to include the status of BCPs, prevention of data falsification, and measures against other risks that have a significant impact on the Company, although when the Internal Auditing Office was launched, the scope was centered on internal controls related to financial reporting (the J-SOX Law).

Company with an Audit & Supervisory Committee

In the board meeting held in March 2015, Yorozu's Board of Directors decided that the Company would have an Audit & Supervisory Committee, which was to be introduced by the revised Companies Act taking effect on May 1. The purpose was to enhance and accelerate the transparency and fairness of management's decision-making. The decision was approved at the 70th Ordinary General Meeting of Shareholders held in June 2015, and Yorozu transitioned to a company with an Audit & Supervisory Committee.

This was aimed at strengthening audit and supervisory functions from the perspective of strengthening corporate governance by changing from a Company with a Board of Auditors to a Company with an Audit & Supervisory Committee, the majority of which consists of outside directors.

Transition to a Company with the Audit & Supervisory Committee



First public announcement of Medium-Term Business Plan YSP2017 (Yorozu Spiral-up Plan 2017)

In March 2015, Yorozu formulated and announced its first fixed Medium-Term Business Plan.

Until then, the Company's Medium-Term Business Plan had been a rolling plan which was reviewed every year. This resulted in a tendency to justify the way of thinking that even if a target was not achieved, this was due to changes in the business environment and therefore acceptable. However, such thinking became no longer effective after the Company switched to a fixed Medium-Term Business Plan, and by making it public, it became accurately aware of its significant responsibility.

Regarding the plan name "YSP," the Company survived with its Yorozu Survival Plan (YSP) amid major changes in the business environment caused by Nissan's revival plan after fiscal 2000, and then the Group companies all worked on Yorozu Success Plan (YSP) as one, successfully developing and growing up to this point as a global company. In light of its two YSP histories, the Company selected the name "YSP2017," which was imbued with the desire to continue enhancing (spiraling up) the value of the Yorozu Brand in the global market.

The targets set under YSP2017 were consolidated sales of 180 billion yen and an operation income ratio of 6 percent. The Company determined that these targets could be achieved as its six sites in emerging countries that started operations in and after 2011 would contribute in terms of both sales and profits.

The plan outlined three key initiatives to enhance corporate value, focusing on business domains, financial

> YSP2017 Yorozu Spiral-up Plan 2017

> > Yorozu Spiral-up Plan 2017

strategy, and corporate governance.

- 1. Business domains: Execute the following three pillars toward sustainable growth
- (1) Further strengthen product competitiveness and development capabilities
 - · Create suspension system development technologies
 - · Respond to demand for ultra-light weight, high stiffness, and low cost
 - · Enhance development simulation technologies
 - · Yorozu Production Way (YPW) innovation
- (2) Expand sales channels to major automakers worldwide
- · Further increase in orders from Japanese OEMs
- · Expand sales channels to European and American OEMs and approach local manufacturers in emerging countries
- · Establish the Europe office
- · Further strengthen global supply system
- · Examine additional supply sites, including alliances
- (3) Strengthen global management with respect for
 - · Conduct recruitment and employment with respect for diversity
 - Secure and allocate human resources anticipating future business content
 - · People-to-people exchange and HR development on a global scale
 - Extensive educational program based on career planning
 - · Further strengthen functional matrix organization Reinforce global communication via 3D matrix organization
- 2. Financial strategy: Capital plan that considers a balance between realizing medium- to long-term growth and capital efficiency
- (1) Placing importance on financial stability, (2) enhancing corporate value through appropriate cash flow allocation, and (3) focusing on increasing shareholder returns were set as basic policies, specifically clarifying (2) and (3). In particular, the dividend policy was changed significantly, from paying stable dividends (10 percent at present) to setting a target payout ratio (35 percent), in order to fulfill our responsibility to all stakeholders.
- 3. Corporate governance
 - · Transition to a Company with an Audit & Supervisory Committee (refer to p.39)
 - · Appointment of multiple outside directors
 - · In light of the tenets of the Corporate Governance Code, appointment of two independent outside directors with expectations that they will contribute to Yorozu's sustainable growth and boost corporate value over the medium and long term

The YSP2017 described above was announced with a strong determination to achieve the plan without turning back.

6. The Quality Assurance **Underpinning the Brand**

Managing dimensional accuracy for mass production

Starting in 1988, Yorozu made 3D coordinate measuring machines (CMM) standard for all its production sites. These CMMs are made by Mitutoyo Corporation, a global general measurement devices manufacturer. A CMM allows automatic, instead of manual, measurement. It seamlessly carries out automated measurement assessments using a uniform measurement program in the production equipment stage at YE and the mass production at the sites. This prevents discrepancies in measurement results due to the personal skill of the measurer, and ensures identical evaluations across the sites and countries.

In addition, starting in 2012, 3D scanners were deployed at each production site, including YE. This made it possible to precisely evaluate the shape of the stamping parts, while comparing with the CAD data. As measurement results are retained at the same time as digital shape data, it allows comparison between old and new parts, which helps to maintain mass production quality.

In 2018, inline contactless measurement devices were installed on the welding lines at two sites, one in China and one in Mexico, to support the mass production launch of Daimler's subframe parts. To meet Daimler's request for 100 percent assurance, the measurement results could now be managed by linking with each delivered product while ensuring traceability.



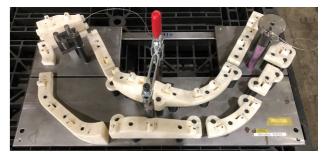
3D scanner

2. Improvements to efficiency of inspection jigs

Previously, the specifications for Yorozu's inspection devices for automobile parts (inspection jigs) had been studied and decided internally, while design and manufacture had been outsourced. For this reason, efficiency of the inspection jigs, as well as the time and costs required to prepare them, was not improving much.

In 2014, the Company took a look at 3D printer technology, which had been improving in terms of functions and performance. Aiming to reduce their setup times and costs and increase efficiency, the Company introduced 3D printers to use the technology for inspection jigs.

Initially, they were only used for considering material replacement (steel to ABS resins). The negative aspects such as of material hardness and high costs preceded the benefits, without bringing any results. However, by doing design and production in-house, Yorozu gained the ability to revise the inspection jig specifications, which were previously subject to the development and production capacity of the outsourcing company. The Company could now prepare inspection jigs using the strengths of 3D printing. At the same time, through the efforts to eliminate wasted processing, such as termination of wasted cutting in the preparation stage, the Company was able to reduce the setup time and costs for the jigs, combined with the use of 3D printers. Efficiency was also improved by using 3D printers that could easily create three-dimensional shapes. Continuous surfaces were now successfully evaluated by arranging blocks formed by 3D printers where only partial evaluation had been possible using steel inspection jigs.



An inspection jig

3. Global QC Circle (GQCC) Contests

As one of the Company's initiatives aimed at improving the problem-solving abilities of its employees (fostering the mindset of making kaizen, or improvements), Yorozu holds annual QC Circle Kaizen Presentation Contests. The Yorozu Group, as a whole, works on QC Circle activities to vitalize improvement abilities at worksites and develop human talent under the 5G approach—gemba (real site), gembutsu (real object), genjitsu (reality), genri (principle), and gensoku (rule), The Contests are an opportunity to share the results of those activities with the entire Group. The top QC teams from each site gather at the final global QC Circle Contest in Japan to report on the improvements they have made, and are awarded either gold, silver, or bronze.

The QC Circle Kaizen Presentation Contests, which started at Yorozu's domestic sites in 1986, became an opportunity for global training in 2005. All sites around the world are connected via video or web conferencing, allowing live broadcast of the presentations and sharing of material files. This allows many employees to see the presentations in real time. Thanks to this, attendance at the GQCC Kaizen Presentation Contests have grown to some 350 people, including about 200 at the presentation venue (5F, YGTC) and about 150 at the global sites. In the few years up to 2022, when it was difficult to travel overseas due to the COVID-19 pandemic, *kaizen* examples representing each site were shared remotely.

Many people might think of small-group activities as being a specialty of Japan, but in the Yorozu Group, the growth of overseas teams has been impressive in the last few years, and there is now almost no difference between the teams in overseas and those in Japan. In new sites, *kaizen* methods were initially primitive, but each time an improvement was made, it became more remarkable, providing a good example of "continuity is strength." Yorozu will continue to actively engage in honing the thinking skills of each and every employee, including indirect departments and not just those at the production bases, through these global QC Circle activities.



Group photo at the fiscal 2018 GQCC Closing Ceremony

4. Global QC trainer education

The training to develop QC Master Trainers started in 2014. It has been carried out jointly by the Quality Assurance Department and the Human Resources Department several times a year. In this training, candidates from overseas sites gathered at YGTC for advanced QC education and training. Trainees from different sites received training together, so they were able to come into contact with different cultures. The training has contributed not only to quality control but also to fostering human talent who can play active, global roles.

Since the outbreak and spread of COVID-19 in 2019, web conferencing has been used so that

trainees would not have to come to Japan, but could take part in training from the site where they worked. After training is completed, the trainees become leaders in promoting QC at each site as Master Trainers, fostering the next generation of talent. As of 2022, 78 individuals had taken training for QC trainers, and globally 67 QC trainers were providing instruction to junior employees.

5. Won Nissan Global Quality Award four years running

The 15 years of Yorozu's quality assurance, starting in the mid-2000s, were the period when the Yorozu Quality Brand was established. Based on the corporate vision announced in 2009 of "a small but excellent company, global in its presence" and the slogan "Create new value through suspension systems and





bring the Yorozu brand to the world" starting in 2015, Yorozu has raised the banners of "Excellent Quality Management" and "Building a quality assurance system that outperforms competitors" to work on enhancing its quality assurance. These initiatives for quality bore fruit, and the Yorozu Group was awarded the Nissan Global Quality Award for four years running, from 2013 to 2016. This four-year streak was something no other Nissan business partner had been able to achieve. In addition, multiple customers have given quality-related awards to the Group sites every year. As a result, trust from customers in Yorozu's

quality is steadily growing, and the Yorozu brand is becoming stronger than ever.

With the new corporate vision "With the one and only technologies and developmental capabilities in suspensions, we deliver solutions to customers' needs and aim to become a 100-year sustainable and evolving company" in 2021, Yorozu continues to tackle new challenges to further establish its quality brand.

Global quality system

Yorozu obtained IATF 16949 certification in April 2018

as a Tier 1 company, one that works directly with

Western automobile manufacturers. Obtaining this

certification was a requirement for trading with

Western manufacturers, and underpinned the fact

that Yorozu is a company highly trusted in business

for its quality. In the IATF, there were around 100

changes or additions to the 160 or so requirements

YOROZU GLOBAL TECHNICAL CENTER YOR WZU

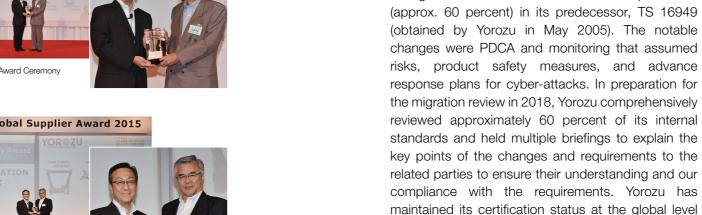
Awards from various companies (1F Entrance Lobby, YGTC)

7. YPW Innovations

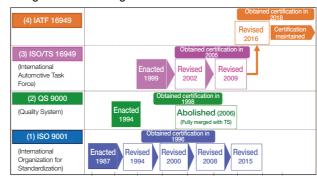
1. TPS classes (2003-2009)

Yorozu's Production Revolution, part of its management reforms (see Part 3, p.26) that had started in fiscal 2003 as a way to recover from the two unprofitable years fiscal 2001 and 2002, was made possible thanks to introducing the Toyota Production System (TPS). The heart of these activities were the TPS classes given by *kaizen* consultants from the Total Management Association (TMA). Instruction to further evolve the Yorozu Production Way (YPW) by adding the TPS's ideas of *monozukuri* to the ideas of the YPW (see Part 4, p.31) was given at each site in Japan and overseas, four times annually until around 2008.

In order to carry out *kaizen* activities aimed at the goals of "Just-in-time *monozukuri*," "Minimum-cost *monozukuri*," and "Flexible and low price die/equipment manufacturing" and to mutually improve skills through pointing out issues and providing instruction, Yorozu established the "YPW *Jishuken* Activity (YPW evolution activities)," "Global-YPW," and the "President's diagnosis meeting." With their approaches and evaluation methods evolved and deepened within the Company, they continue to be held today. The YPW *Jishuken* works to discover or point out issues and foster the ability to instruct by having in-house instructors play the role of consultants. These consultants are selected from other sites and function-based organizations, going beyond



Progress until obtaining IATF 16949



even after it obtained IATF 16949 certification.

1985 1990 1995 2000 2005 2010 2015 2020 2022



A TPS class

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the boundaries of departments. This has allowed issues and wasteful practices at individual sites to be discovered from a range of perspectives.

The idea of "manufacturing within the takt time required by customers" that was hammered home through the TPS classes had turned into the YPW key words of "gathering people," "obeyaka" (big island layout), "parallel lines" (production lines laid out in parallel that allow workers to move as little as possible), and "visual control" that are still passed on today. The concept of "obeyaka" forms the basis of today's open office layout in the Headquarters extended from top management to general employees.

2. Boosting development and technological capabilities in YSP2017 (2015–2017)

The Yorozu Spiral-up Plan 2017 (YSP2017), the new medium-term business plan, was announced in March 2015. The same month, the YPW Department was launched with the mission of ensuring the implementation of YSP2017's priority policy: YPW Innovation for outstanding quality and significant cost reduction.

Yorozu had continued to evolve YPW, the standard for monozukuri, since 2003. However, Yorozu recognized that it would not be able to keep up with the innovations in manufacturing termed the Fourth Industrial Revolution, such as Industry 4.0 (the name given to the technical concept aimed at automation, digitalization, and computerization in the manufacturing industry) which started in Germany around 2015, by only evolving YPW. The company therefore elected to promote "YPW Innovation" activities within YSP2017. This was due to a strong sense of crisis that if Yorozu evolved at the speed at which humans evolved from apes, the Company would be completely left behind.

The YPW Department was headed by a senior vice president (later an executive vice president) who had overall control over production departments, and

Long-Term Vision: Roadmap Toward Sustainable Growth Long-Term vision after 10 years (2015 → 2024) Be a leading manufacturer of suspension systems. We handle an integrated system for suspension parts from performance

YPW Technological Innovation under YSP2017

brought together the best and strongest human talent, such as those with experience of heading the production sites or starting up sites, veterans of each technology field, and shop floor leaders.

3. YSP2017 and YPW innovation Initiatives for unattended production (mujinka) lines

Innovative ways to reduce costs through establishing unattended production lines were the most important theme of the YPW Innovation. As an auto parts maker, Yorozu launched initiatives, aiming to realize the world's best suspension parts factory at Yorozu Automotive Alabama (YAA). When rolling out the initiatives at overseas sites, Yorozu distinguished them from mere automation by calling them "Jidoka," which signified its aim for next-generation unmanned production.

The key point of unattended production was the issue of inter-process distribution and moving parts in and out for the painting process by using Automatic Guided Vehicles (AGV).



An AGV at YAA

Bringing in AGVs at YAA and the YPW Jishuken activity (2015-2019)

Initiatives for inter-process automation

AGVs had been developed in-house since around 2010 at YE, a Yorozu Group company. First, a prototype was made to operate inside the YE factory, where its performance was evaluated, and modifications were made to improve its functions. YE started developing a mass production model when the new medium-term business plan YSP2017 was announced in 2015. This AGV was intended to automate logistics between processes within a factory, but the peripheral equipment needed modifications to allow it to match the packaging style of the parts/products to be transported, how they were placed at the destination, the position, and so on. First, the line layout inside the factory was standardized based on information from the site that had adopted the AGV, before it was deployed at all sites.

In addition, as part of the goal of using AGVs over the entire factory floor, it was necessary to ensure pathways within the factory were wide enough to operate AGVs. Based on the assumption that two carts carrying pallets, each 1400 mm wide, need to pass each other on a pathway, the standard pathway width was set to 3 meters between assembly lines and 4 meters between rotating lines.

Jidoka of processing and inspections

In YSP2017, the following innovative new methods and technologies were adopted for YPW. (See p.62 for details)

Stamping process:

Automated supply of blanks using an Eye-Robo (a robot with an image judgment function)

Assembly/welding process:

Fast and high quality welding achieved with a new laser hybrid welder

Weld quality inspections:

Unattended inspection through a laser automatic weld measuring device

These new technologies for unattended production were developed in Japan, and introduced to the sites in China, Mexico, and the U.S. They were already adopted in mass production lines while improvements were added, and were planned to be expanded globally in the next medium-term plan, YSP2020. Along with this, as YE's equipment and dies production capacity had plateaued, Phase 3 of YE's expansion plan also started.

Looking back on the activities of YSP2017 and YSP2020, the following was made clear: In order to create new technologies for unattended production and use them at all sites, it was important to implement YPW activities of creating standards by human effort, and adding improvements while using the technologies following the standards; and another important thing was to foster the human talent who could improve the YPW activities while implementing them.

The YSP2023 also carried on the YPW Innovation based on the YPW creed that "Monozukuri is about developing people" in addition to rebuilding into strong worksites (strengthening management capabilities) through the Takahashi-juku (a study group of kaizen consultants).

8. Exploring Business Partners

1. Toyota and Daimler*8 in YSP2017

Expanding sales to Toyota

With its separation from Nissan in 2000, Yorozu actively aimed to expand its business partners.

In the overseas market, YTC got orders for suspension arms for the Hilux and Corolla in September 2001, which led to an order from Hino Thailand for frame parts for Hino's Innovative International Multi-Purpose Vehicle (IMV). Later, the orders received for IMV parts and the track record at YTC, along with the top-level sales by Chairman Akihiko Shido, bore fruit: in June 2013, Yorozu received orders in India for a large number of frame parts and oil pans. In China, orders were received for roof frames from Aisin Seiki Foshan Body Parts Co., Ltd. in June 2006; for Corolla body parts from GAC Toyota Motor Co., Ltd. in March 2009; and in the U.S., for Camry suspension arms and oil pans, and Lexus and Corolla suspension arms in August 2007.

Domestically, as a result of actively seeking orders, including top-level sales, the Company received orders for dies for Lexus parts made at the Motomachi Plant. Toyota's oldest passenger car plant, located in Toyota City, Aichi Prefecture. Later, it won the first orders for rear members for the bZ4X electric vehicle, which is a mass-produced part, from the Toyota Head Office.

As a result of these active efforts to secure orders. Yorozu succeeded in gradually expanding its business with the Toyota Group and Toyota Head Office globally. Sales to this group grew by about four times from 2008 to 2017. In fiscal 2017, Toyota was the third-largest customer for the Yorozu Group, after Nissan and Honda.



Suspension arm for the Camry, USA

Expanding sales to Daimler

In June 2013, Yorozu was contacted by the global manufacturer Daimler for the first time. That July, it took

Daimler is now Mercedes-Benz Group AG

part in the suppliers' conference in Mexico, and later, was given the opportunity to present an overview of Yorozu for Daimler's purchasing officer, who showed great interest.

In February 2014, Yorozu received formal Requests For Quotation (RFQ) for a total of six parts, including rear cradles. Now the entire Company would work to win orders.

Later, an audit was conducted of the in-house system in project management, which Yorozu managed to pass. Yorozu's high technological capability and motivation were both evaluated highly by Daimler.

In response to Daimler's strict requirements, Global Yorozu came together as one, resulting in orders from Daimler in May 2015 for rear cradles and links.



2. Yorozu Corporation Europe Office

To expand sales channels to European completed vehicle manufacturers in order to achieve the new medium-term business plan (YSP2017) target of 180 billion yen in consolidated sales, Yorozu opened a sales office in France in August 2015. The office is located in Velizy-Villacoublay, in the outskirts of Paris (about 8 km from Paris, and 30 minutes by car to Renault, Yorozu's main local business partner). There were two reasons why this office was established.

The first was that as of 2012. Yorozu had been selected as an Alliance Growth Partner (AGP) by Renault and Nissan for chassis parts, becoming a privileged partner of the AGP on the global level in terms of members and links. For sourcing, Yorozu could obtain preliminary information through day-today communication with the Renault-Nissan Purchasing Organization (RNPO), now the Alliance Purchasing Organization (APO). At the same time, Renault's sourcing was done on a per-region basis, so to expand orders, it was necessary to get information



Yorozu Corporation Europe Office

from Renault's head office as quickly as possible and be well prepared. In particular, it was urgent to establish a European business location to securely obtain orders in the specific regions where Renault intended to purchase from external manufacturers (which was outside Europe and for Yorozu, which meant Brazil, India, and China).

Secondly, Yorozu obtained its first-ever orders from Daimler in May 2015, for rear cradles for the Mercedes-Benz A Class sedans, GLA, and GLB, to be manufactured in Mexico and China. It was Daimler's firm request that the Company maintained a close and real time communication.

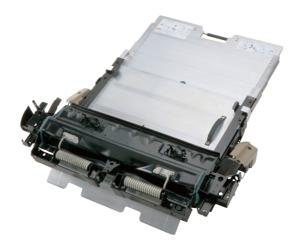
The Europe Office, as noted above, mainly focused on obtaining useful information through close face-toface communication with customers in Europe and shared it with the Headquarters with the aim of further expanding sales. In addition, it also functioned as a place to respond to customers on behalf of each functional unit and site.

After the opening of the Europe Office in August 2015, preparations were underway for the start of business. However, the Paris terrorist attacks in November that year forced a delay. In Yorozu, too, a ban on travel to France was issued, and so for a while, the Europe Office opening preparations were done in Japan. Its business started in January 2016 as a liaison office for the Headquarters M&S (Marketing and Sales) Department, and was able to secure an order for suspension parts for Renault's Kwid for the Brazilian

3. Toyota Motor East Japan / Suzuki

Start of business with Toyota Motor East Japan

In July 2012, the three companies of Kanto Auto Works, Ltd., Central Motor Co., Ltd., and Toyota Motor Tohoku Corporation merged to form Toyota Motor East Japan, Inc. (TMEJ). Taking the opportunity that arose from the new company's policy intended to increase local purchasing in the Tohoku region, Yorozu worked to expand sales of Shonai Yorozu (SY) and Yorozu Tochigi (YT). Orders were obtained for six different body parts, including the Vitz, as well as tailgate parts for the Sienta welfare vehicle. In addition, this also bore fruit for expanding sales to suppliers without factories in the Tohoku region, with an order for Lexus battery cases.



Toyota Sienta welfare vehicle tailgate part (wheelchair slope)

Start of business with Suzuki in Japan and overseas

As for business with Suzuki in Japan, orders for torsion beams for the Swift in February 2003 were followed by the same for the 4WD version of the new Swift, front suspension members for the Solio, and also outsourced production of those parts to the business partner Hiraoka Body, a Suzuki supplier.

In 2016, orders were received for rear suspension and body parts for the new Ertiga minivan in India and Indonesia. This was brought about in India, thanks to Yorozu's alliance partner Jay Bharat Maruti Ltd. (JBML), and the global production system at Yorozu's



Rear beam part for the Ertiga

Indonesian plant that could meet Suzuki's development requirements. The next year, 2017, orders were received for front suspension members and lower arms for the Carry light truck in Indonesia, which expanded Yorozu's sales in Indonesia greatly.

l Column

Chairman Akihiko Shido Awarded Order of the Rising Sun, Gold Rays with Rosette

Chairman Akihiko Shido was awarded the Order of the Rising Sun, Gold Rays with Rosette, in the 2013 Spring Conferment.

Chairman Shido was recommended as a candidate by the Japan Auto Parts Industries Association. The order to confer the decoration was made on April 29, 2013, and on May 14, Chairman Shido attended a conferment ceremony and then met with His Majesty the Emperor.



Conferment Ceremony (May 14, 2013)

Akihiko Shido and

The achievements that made him a candidate for decoration are discussed below

Achievements in strengthening corporate functions

As the automobile industry found itself in an era of competitiveness on a global scale, and auto parts makers similarly found themselves facing fierce global competition, he conducted management reforms to strengthen Yorozu's management foundations

The Production Revolution, one of the two pillars of his management reforms, systematized monozukuri using the Yorozu Production Way. With the other pillar, Management Revolution, a functional matrix organization was brought in, establishing Group management through overall optimization and standardization. In addition, he pushed forward global expansion by drawing on networks and development capabilities in response to the global strategies of each automobile manufacturer.

Achievements related to the development of industry bodies

As deputy chairman of the Japan Auto Parts Industries Association, he played an active role in industry activities. Incorporating his business experience into industry activities, he worked hard to promote and develop the industry and region.

In addition, as manager of the Kanto branch, he implemented the idea that the various study sessions and field trips, initiatives unique to that branch, should be held broadly, with content and methods tailored to the needs of each time. Specifically, he established new lecture themes that had not been discussed before, such as personnel and labor issues and trends in overseas automobile markets, including those in emerging countries. He also led field trips to companies in other industries, creating opportunities to study monozukuri and corporate management from perspectives different to the automobile industry. These and other efforts had a range of effects on the initiatives of member parts manufacturers

On July 3, 2013, the "Gathering to Congratulate Akihiko Shido on his Receipt of the Order of the Rising Sun, Gold Rays with Rosette" was launched by then-President Kazumi Sato. Main customers, industry groups, business partners, financial organizations, and those formerly from Yorozu were invited. Chairman Shido showed the 230 assembled guests his decoration while accepting their congratulations.

9. Global Management that **Emphasizes Diversity**

1. Appointment of President Ken Shido

In June 2016, Ken Shido, an executive officer of YC and representative director and president of SY and YE, was appointed Yorozu's fifth president by a resolution of the Board of Directors and the 71st Ordinary General Meeting of Shareholders. At the same time, President Kazumi Sato was made Member of the Board and Vice Chairman.

Since that date, Yorozu attempted to further strengthen its management under the leadership trio of Chairman Akihiko Shido, Vice Chairman Kazumi Sato, and President Ken Shido.



Co-leadership of Three

2. Human talent development

One of the key initiatives in the new YSP2017 medium-term business plan

YSP2017, the new medium-term business plan announced in 2015, positioned "Strengthen global management with respect for diversity" as one of the three business field pillars that were key initiatives based on an awareness of improving corporate value. Specifically, it had the following three policies, and was designed to strengthen human talent and organizations.

- (1) "Hiring and Promotions that Respect Diversity" By looking to future business and encouraging hiring and promotion to managerial positions that respect diversity, we will create an environment in which motivated and skilled human talent can play active roles on the global stage.
- (2) "Human Talent Fostering and Interaction on a Global Scale"

We aim to build a talent management strategy with the goal of passing on and ensuring awareness of the Yorozu standards, fostering the human talent who will become our core

(3) "Further Strengthening the Functional Matrix Organization"

By using a "3D functional matrix organization" that deepened the "functional matrix organization" from top management to manager levels and persons in charge, we will further strengthen (standardization and overall optimization) the management and communication among employees both in Japan and overseas.

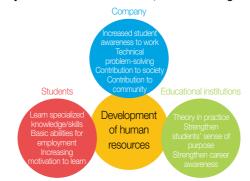
Start of co-op education

As a measure based on this policy, in 2015 Yorozu launched a human talent development initiative through industry-academia collaboration. It was aimed at developing global engineers who could play active roles around the world.

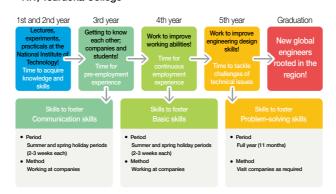
Cooperative Education with National Institute of Technology, Tsuruoka College



Industry-academia initiatives with NIT, Tsuruoka College



Outline of the "Regionally Focused Co-op Education" program at NIT, Tsuruoka College



Specifically, in the Shonai area of Yamagata Prefecture, where SY and YE are located, Yorozu held its first co-op education with the local National Institute of Technology, Tsuruoka College.

Co-op education is a program whereby technical colleges and companies work together, not like a normal internship. Yorozu provides teaching materials, instructors, and spaces so that Tsuruoka College students can learn about Yorozu's cutting-edge stamping and welding technologies, die and equipment manufacturing, and in-factory logistics systems.

Students take extended leaves of absence from the third year, stepping up at specialist companies while learning hands-on until they are in their fifth (graduating) year. The aim is to have the students gain basic skills and learn about the system of the company before they start work there.

This is an important activity that contributes to society as the students who take practical courses at YE will play key roles and revitalize the region.

10. From Workstyle Reforms to **Employee Engagement Reform**

1. The Smart Work Committee (SWC)

Headquarters SWC

In 2017, Yorozu kicked off its "workstyle reforms" with the goal of being a "hundred-year company" where all employees would want to continue working. This required confronting a range of issues that Japanese

Five pillars of workstyle reform



	Yorozu Group strives to:					
Work satisfaction	Enhance employee satisfaction with an aim to boost engagement and motivation of each and every member					
Productivity enhancement	Gain higher profits through enhanced productivity and work efficiency to ensure stable employment and income for the employees					
Decrease in work hours	Support the employees' work-life balance by providing an environment where employees can stay healthy and continue with their careers					
Growth	Assist the employees' career development as it believes the company's sustainable development is determined by the individual's self-sustaining growth/					
Diversity	Respect diversity and promote building an inclusive workplace culture regardless of gender, nationality, age, disability, etc.					

society has been facing recently, such as the decline in productive-age populations due to an aging society, balancing work with childcare or elderly care, and the diversification of workstyle needs. In line with this, in July 2017 the Smart Work Committee (SWC) was launched to encourage workstyle reforms for the Headquarters. Chaired by President Ken Shido (now Vice Chairman), it has promoted reforms together with representatives from each workplace along its theme of achieving an "appealing workplace." Until the end of fiscal 2020, it worked on company-wide initiatives, and since fiscal 2021 it has been working to improve the environment of each workplace.

Yorozu's workstyle reforms were made up of the five pillars of 1. Improvement of work engagement, 2. Productivity enhancement, 3. Decrease in work hours, 4. Growth of employees and company, and 5. Respect for diversity. The initiatives taken for each of these pillars are discussed below.

1. Improvement of work engagement

The results from a questionnaire survey of employees showed numerous concerns regarding their career. The personnel evaluation method was therefore revised, and career training and time management training were offered.

2. Productivity enhancement

Along with introducing the methods and tools to improve work efficiency, the SWC presented the SWC Prize for particularly good proposals submitted by members.

In addition, the departments' work-related worries were compiled, and the SWC engaged in solving the two issues of increasing project efficiency and improving productivity of remote work.

3. Decrease in work hours

At the SWC's regular meetings, the actual overtime figures and the ratio of paid leave taken at each department were announced. This allowed each department to face the issues of reducing its working hours and improving the ratio of paid leave taken. Ultimately, a collaborative effort from everyone, including union members to management positions, led to the standardization of work processes. As a result, the actual ratio of paid leave taken in fiscal 2018 reached 80.1 percent, surpassing the target of 70 percent. In addition, overtime was reduced to an average of 20.6 hours over a month in fiscal 2019.

4. Growth of employees and company

Based on the belief that the independent growth of each individual is the sustainable growth of the company, the SWC conducted a trial of career plans and self-reporting, with the aim of enhancing the career development of employees.

5. Respect for diversity

To ensure hiring that respects diversity, Headquarters departments started hiring locally in Thailand in 2017

and in Vietnam in 2019.

Factory SWC

Factory SWC for the five domestic bases started in April 2018. All members worked on solving the various issues of each base and each section to achieve workplaces which offered work satisfaction. To date, they have digitized the process of creating forms through the use of tablets at all bases and improved work efficiency by reducing man-hours. An example of tablet use is the recording of equipment maintenance details in a spreadsheet form thereby reducing the time required for transcribing from paper, which automated aggregation and analysis and managed data in one place.

In addition, the Factory SWCs are working on improvements in both tangible and intangible aspects, such as creating a unified manual for the new graduate hiring process and promoting the employment of the

2. Women's empowerment: Certified Platinum Eruboshi

Obtaining Eruboshi certification

Eruboshi refers to the system by which the government certifies businesses as meeting specific standards such as the ratio of female employees or the length of years in service. Yorozu obtained Three Star certification, the highest rank of the Eruboshi certification system in December 2018. Awarded by the Minister of Health, Labour and Welfare, it is only given to the very best companies in women's empowerment.

At the time, only 545 companies were ranked Three Stars, which was a mere 0.01 percent of the 4.210,000 companies in Japan. In the transportation equipment manufacturing industry, only eight, including Yorozu, had Three Star rank.

Subsequently, as a result of activities such as measures to promote the active participation of female employees and the creation of career plans, Yorozu attained the action plan target of at least 10 percent female managers (2020 result: 10.5 percent) and also satisfied the other certification standards. So in November 2021, Yorozu became the first company in Kanagawa Prefecture and the first in the Japanese manufacturing industry to receive Platinum Eruboshi certification.

The standards for Platinum Eruboshi certification are very strict, and as of October 2021, only 18 businesses in Japan have been certified. Along with achieving Yorozu's action plan targets, meeting the five certification standards of 1. hiring, 2. continued employment, 3. workstyles such as working hours, 4. ratio of management positions, and 5. diverse career courses helped the Company obtain certification.



Platinum Fruboshi



Platinum Eruboshi Certification Ceremony

Rolling out measures

The following measures were taken to promote diversity, especially the empowerment of women.

Women's Committee (2013–2016)

The Women's Meeting was held monthly, with members made up of female employees. The meeting proposed a system of leave, reemployment, and transfers to accompany the spouse so as to prevent the career of employees with valuable skills from being affected by their spouse's transfers, which was aimed at improving worklife balance and providing opportunities for long-term employment. This was introduced as a corporate system.

Establishment of the Diversity Promotion Group

The Diversity Promotion Group was set up in the Human Resources Department on May 24, 2018, to accelerate the promotion of workstyle reforms.

Holding Women's Empowerment Training

In 2019, the Women's Empowerment Training was held over two days, targeted at female employees selected by the Headquarters and each base. This training allowed people to reconfirm their differences in awareness through a frank conversation with superiors.

Harassment Prevention Declaration

Aiming to create a healthy and pleasant working environment, the Harassment Prevention Declaration was announced in April 2019. Its goal was to take measures against all forms of harassment, including power harassment (bullying) and sexual harassment.

Health Management Declaration

The Yorozu Group declared on October 1, 2019 that it would work to create a company where each and every employee could continue to work healthily and with smiling faces, with the aim of achieving a workplace that was healthy and offered work satisfaction. Yorozu Headquarters

including YGTC was recognized as a Health & Productivity Management Outstanding Organization under the large enterprise category in 2021 and 2022. As the Group, Yorozu obtained the certification in 2023.



Health & Productivity Management Outstanding Organization

Column

Chairman Akihiko Shido Receives Kanagawa **Cultural Award**

In October 2022, Chairman Akihiko Shido received the Kanagawa Cultural Award in the industrial field.

This was awarded in recognition of his accomplishments as the third president (1998-2008) of Yorozu Corporation, an automobile suspension parts manufacturer: created the Company's unique Total Production System that carried out product design, analysis, prototypes, testing, die/jigs and tools manufacture, as well as from product manufacture to quality assurance; built Yorozu into an international corporation by, for example, expanding business with all 11 Japanese automakers as well as major overseas automakers; took early measures for employee diversity, and obtained Platinum Eruboshi, with which the Ministry of Health, Labour and Welfare certifies a company as a superior company based on the Act on Promotion of Women's Participation and Advancement in the Workplace, first of all the manufacturing companies nationwide and first in Kanagawa Prefecture. Through efforts such as these, he grew Yorozu into one of Japan's best-known automobile parts manufacturers, and contributed to the development of the automotive industry.

On November 3 that year, the 71st Kanagawa Cultural Award/ Sports Award Ceremony was held at Kanagawa Kenmin Hall. where for the first time in three years, the general public were invited after the pandemic. During the interviews with the awardees, Chairman Shido touched on his credo, "You can achieve anything if you try. We must try. What is not achieved is what no one ever tried." He also passionately said, "If you really do something properly, the path will always be open for you."

11. YSP2020

1. YSP2020 (Profitability, product competitiveness, development capabilities, corporate capabilities)

Following on from YSP2017 (Yorozu Spiral-up Plan 2017, over the three years from fiscal 2015 to 2017), Yorozu's first fixed medium-term business plan (see p.40), YSP2020 (Yorozu Spiral-up Plan 2020, over the three years from fiscal 2018 to 2020), was formulated and announced in May 2018.

Unlike YSP2017, which was top-down, Yorozu spent a year discussing all functional aspects in creating YSP2020. As a result, each functional unit decided to plug the basic policies decided upon through discussions into their own department's medium-term plan and implement them. This meant that in YSP2020, quantitative targets and measures were directly tied to the medium-term business plan of each functional unit and the annual plan (work plan) based on that. The main concept was to progress collectively as a unified company, driven by the accomplishment of targets in each functional axis, which in turn contributes to achieving YSP2020 performance targets.

The performance targets of YSP2020 were consolidated sales of 180 billion yen and consolidated

YSP2020 Yorozu Spiral-up Plan

Yorozu Spiral-up Plan 2020

operating income ratio of 5 percent for fiscal 2020. In addition, the Plan also called for key initiatives that were mindful of improving corporate value by enhancing the profitability, improving product competitiveness and development capabilities, and enhancing corporate capabilities that drive these initiatives.

The performance targets were not achieved, due to the harsh business environment under the COVID-19 pandemic (2020 onward) and other issues. Sales and operating income ratio were both below target, with consolidated sales being 118.8 billion ven and the consolidated operating income ratio being 0.3 percent in fiscal 2020. On the other hand, the key initiatives took a significant step forward in both financial and non-financial aspects with regards to the penetration of ESG management.

Key Initiatives of YSP2020

(1) Enhance profitability

- Strengthen cash flow management through steady recovery of capital investments and through controlled and strengthened evaluation of future investment profitability.
- Strengthen business management by adding project profit management to functional axis and business axis management.
- Reduce production costs through monozukuri innovation based on expanded adoption of unmanned lines.
- Reduce new vehicle production costs and capital investment by strengthening simultaneous activities from the initial stages of development.
- (2) Improve product competitiveness and development capabilities
- Development of products with high added value based

- on light-weighting technologies from the three aspects of structure, materials, and manufacturing methods.
- Propose weight reduction to address weight increasing issue due to electric vehicles or automated driving, etc. by drawing on stamping and welding technology.
- Improve worldwide consistent quality and cost competitiveness through consolidation of suspension production technology in Japan.
- Actively expand sales for products developed based on customer needs from the perspective of the three axes of customer, product, and region.

(3) Enhance corporate capabilities

- Human talent development
- Secure human talent through workstyle reforms and diversity initiatives
- Development and training for the common skills shared by all employees and the skills specific to work in each function
- Develop human talent through industry-academia collaboration rooted in the region
- Revise organizations
- Appoint a director for the YGTC to enable quicker decision-making for monozukuri functions. (Previously, the YGTC was a collection of individual units and there was no overall general manager for the Center)
- Establish a new R&D department specialized in medium- to long-term technical development and product development in order to promote production technology and new product development for the
- Strengthen project revenue management systems
- Establish a new Diversity Promotion Group to promote workstyle reforms and diversity
- ESG management
- Promote ESG management with the aim of contributing to society and reducing risks to business

2. Enhance profitability

Measures were taken along the following two themes regarding "Enhance profitability," which was one of key initiatives of YSP2020.

Strengthen project revenue management

In April 2020, the Project Control Department was established, thereby developing a framework for managing profits throughout a project's entire process (advanced development, product development, production preparation, and start to end of mass production). It is the job of the Department to clearly set the targets for profit and costs as well as identify the projections and discrepancies at each stage of the project from the initial phase of development, while working hand in hand with the relevant functions and production sites from the early stages with the goal of reducing costs and enhancing profits.

Main Outcomes and Progress

- Began project milestone management from the customer inquiry stage.
- Shared issues of the projects and established a system for discussing solutions at monthly Group-wide meetings chaired by the President and attended by members of the relevant functions and production sites.

Monozukuri innovation

Based on a new concept, Yorozu introduced its complete tack welding and final assembly lines. This method is highly versatile as it allows the reuse of prototype jigs in mass production and is able to adapt flexibly to changes in demand, which also means that capital investment can be further reduced.

Main Outcomes and Progress

- Complete tack welding and final assembly lines requiring less capital investment were adopted in China, the U.S., Japan, and Mexico.
- Systematically implemented a development program for tooling experts "die maintenance meisters" and continued to pass down skills at production sites.
- Received a Global Innovation Award from Nissan for the complete tack welding and final assembly lines.

Improve product competitiveness and development capabilities

Yorozu focused on the following points to improve product competitiveness and development capabilities, which together formed another key initiative of YSP2020.

Improved competitiveness of suspension parts

Development targets were achieved, including weight reduction by using high-tensile strength steel sheets, cost reduction through batch-forming of parts that are hard to shape, and using advanced anticorrosion welding technology in products.

Main Outcomes and Progress

- Utilized high-tensile strength steel (590 and 780 MPa*9) in mass production to achieve weight reductions.
- Employed new stamping technique (expanded burring method) in mass production.
- Applied anticorrosion welding technology in mass production.

Initiatives for new products utilizing proprietary technologies

Looking toward the future development of electrification

of vehicles, Yorozu moved ahead with proposals for products in new fields, other than suspension, by utilizing the company's proprietary technologies.

Main Outcomes and Progress

- Reduced weight and cost of battery peripheral parts,
- Exhibited at Automotive World (Tokyo Big Sight) for the first time in January 2019. Showcased its front suspension members specialized for weight and cost reduction, battery cases made using methods that require fewer parts, and other items.



The Yorozu booth attracting many visitors (2019)

Active expansion of sales along three axes (customer, product, region)

Yorozu actively expanded sales along the three axes with an emphasis on selection and concentration.

Main Outcomes and Progress

- Toyota: Received new orders for suspension parts in Japan and Indonesia in addition to the U.S., China, Mexico, and Thailand.
- Mitsubishi: Received new orders for suspension parts
- Nissan: Expanded sales of parts to accommodate increasing demand for automobiles in China.
- Developed new products and methods through a joint effort between sales and product engineering departments to address the need for lighter parts stemming from the shift to EVs.

4. Enhance corporate capabilities

Yorozu positioned the enhancement of corporate capabilities as one of the key initiatives in YSP2020 in addition to enhancement of profitability and improvement of product competitiveness and developmental capabilities. With the declining population and increasing awareness of environmental and human rights issues, the following initiatives have become requirements for a global company in the 21st century.

Human talent development

To create workplaces that are healthy and pleasant and suit a range of lifestyles, Yorozu implemented systems and measures aimed at improving work-life balance and job satisfaction for employees such as expanding flextime and remote work.

Main Outcomes and Progress

- Acquired Eruboshi certification (2018).
- Recognized as Health & Productivity Management Outstanding Organization (2021).
- Promoted training of human talent through industryacademia collaboration with the National Institute of Technology, Tsuruoka College (Yamagata Prefecture).
- Acquired Platinum Eruboshi certification (2021).

Revise organizations

Yorozu established a new internal organization aimed at addressing changes in the business environment and ensuring stable profits.

Main Outcomes and Progress

- Enhancing monozukuri functions and the Total Production System: appointed a director for the Yorozu Global Technical Center (2018).
- Strengthening advanced development: established the R&D Department (2018).
- Promoting diversity: established the Diversity Promotion Group (2018).
- Strengthening project revenue management: established the Project Control Department (2020).

ESG*10 management

Yorozu is fully committed to ESG management with the aim of seeing sustainable growth and medium- to longterm increases in corporate value. Under YSP2020, the Company worked to reduce the level of CO2 emissions, implement workstyle reforms, and promote diversity while increasing the number of outside directors and improving governance to enhance oversight functions.

Main Outcomes and Progress

- Environmental (E): Accelerated initiatives toward reducing CO2 emissions.
- Social (S): Moved ahead with measures to promote workstyle reform and diversity.
- Governance (G): Issued an integrated report (2019) and increased the number of outside directors (one each in 2018 and 2020).

12. Response to the COVID-19 **Pandemic**

1. Worldwide spread of COVID-19 and its impact on the automotive industry

In December 2019, an unknown infectious disease started to spread in the Chinese city of Wuhan. In January 2020, the city went into lockdown, and this made it impossible to predict when parts production could be resumed at W-YBM, a Yorozu Group company. While

[&]quot;MPa" stands for the SI unit megapascal.

E (Environment) S (Social) G (Governance)

Yorozu was considering measures such as production at an alternative site and the resumption of production by transferring facilities to Guangzhou, W-YBM obtained approval from the local government on March 11 and resumed production. Even after that, W-YBM walked a tightrope in production due to restrictions on transportation routes and people's entry into the city. When Vice President Liu Wei and Yang Jin, their vaccination certificates obtained, arrived in Wuhan on March 18, and Japanese executives finally arrived on April 1, W-YBM was able to shift from remote operations from Guangzhou to direct management at Wuhan.

In Japan, a state of emergency was first declared on April 7, 2020. The battle against COVID-19 lasted long, and during the period up to March 21, 2022, the declaration of a state of emergency was made a total of four times and quasi-state of emergency measures were implemented two times. Around this period, securing the safety of employees became the highest priority issue. The Company set the target of having 50 percent of employees work from home for those belonging to Headquarters departments and thoroughly implemented measures to prevent infection.

However, even in countries other than China, the Company had to close its sites due to the discontinuation of automobile production that extended over one to two months, and the sales decreased substantially.



COVID-19 countermeasures at the Yokohama Headquarters: reduced the number of office desks; used partitions; and abolished landline telephones

Production adjustments according to the customers' situation

Due to the lockdowns in major cities across the world, semiconductor shortages, and disruptions in international logistics that occurred amid the COVID-19 pandemic, automakers—Yorozu's business partners—often abruptly halted plant operations and decreased production.

To address this situation, the Company strongly advanced a *yosedome* production system.

"Yosedome" is a production system in which operation is carried out, for example, for the first three days of the week and stopped for two days in the latter half of the week to cope with the situation where the volume of work is not at a level requiring an entire-week

operation. The Company carried out production at a stretch when its plants were in operation and stopped the entire plant operation once the targeted volume was achieved, thereby reducing electricity bills, cafeteria and commuting expenses, and other costs incurred in proportion to the number of working days.

In addition, for low-volume production parts that were produced only occasionally, the Company produced one month's worth at a stretch in order to reduce a loss of production, although this method had the disadvantage of temporarily increasing the amount of stock.

2. Work from home requirement (Headquarters)

To ensure that diverse human talent plays an active role in workplaces, Yorozu had implemented a work from home system for eligible employees (those raising children who have not yet graduated from elementary school; those providing care to their family members for at least two weeks; those for which the Company determines working from home is necessary). Following the spread of COVID-19, the system was made available to a broader scope of employees without specific limits on eligibility.

Diverse working systems allow the Company to maintain and continue corporate activities as usual even when an infectious disease, like COVID-19, or a natural disaster occurs. There are also other advantages, such as effective utilization of unused office space resulting from employees working from home, and improvement of employees' motivation.

Based on the idea that working from home will remove restrictions on worksites, contributing to securing

Column

Publication of Book on the Footsteps of Chairman Akihiko Shido and Yorozu

Half the life of Chairman Akihiko Shido and Yorozu's footsteps were put together into a book as part of Kanagawa Shimbun's "My Life" series, in which a featured person looks back on half of their life.

The book is titled "From a small, town factory to a global firm: overcoming challenges," which was published from September 1 to November 30, 2020 in Kanagawa Shimbun's "My Life" column in 62 installments. The book describes the thorny path followed

by the Chairman to grow the automotive parts manufacturing company launched by his father to a global firm doing business with automakers across the globe.



"From a small, town factory to a global firm: overcoming challenges" Kanagawa Shimbun

Newspaper ad at the time of publication obal firm:

exceptional human talent and retaining employees, Yorozu has also set up the target of increasing the percentage of employees working from home to 50 percent. The Company will consider and implement measures to further enhance productivity and create a business promotion system.

13. YSP2023

Appointment of President Tsutomu Hiranaka (April 2021)

The automotive industry entered an era of major transformation, which led Yorozu to formulate the Group's Medium-Term Business Plan "YSP2023." The industry was also forced to reduce production significantly due to unexpected factors—the worldwide spread of COVID-19 and semiconductor shortages—and this had a tremendous impact on the Company's management.

Amid this situation, in April 2021, Tsutomu Hiranaka was appointed as the sixth president. He comes from Nissan, bringing with him a wealth of experience accumulated through participation in cross-functional teams, formulation of the Nissan Revival Plan, and engagement in the reconstruction plan from the Great East Japan Earthquake which occurred on March 11, 2011. Mr. Hiranaka joined Yorozu as an executive officer in 2012 and exhibited his management skills. He seized the opportunity to become president in his milestone 10th year in Yorozu. For the Company to survive in the turbulent time, he became its first president ever appointed from non-founding family members whose career did not start with Yorozu .

In his inaugural speech, President Hiranaka referred to the gist of the Medium-Term Business Plan YSP2023, which was to be announced in May, and stated firmly that he would overcome the difficult situation through a broad perspective, decisiveness, and the ability to tenaciously take action without giving up. He also asked the employees to be perceptive to developments in

society

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President Tsutomu Hiranaka

2. YSP2023

In fiscal 2020, there were major changes in the business environment surrounding Yorozu, such as a rapid increase in momentum for global-scale decarbonization as a measure against climate change, in addition to changes in the automotive industry, which are said to be once-in-a-century and driven by CASE (refer to p.57). With no prospect of the rampant COVID-19 pandemic settling down by the end of the fiscal year and with the semiconductor shortage that occurred during the pandemic, the automotive industry faced major turmoil. To achieve sustainable growth through collective efforts even under such an uncertain business environment. the Yorozu Group formulated YSP2023 (Yorozu Sustainability Plan 2023), a new Medium-Term Business Plan covering the period of fiscal 2021 through fiscal 2023, and started to implement the initiatives.

YSP2023 (Yorozu Sustainability Plan 2023)

Consolidated Performance Goals (FY2023)

Sales 150.0 billion yen	Operating Income Ratio 5.0%	ROE 8.0%
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Management Policy

Engage in sound management that is resilient to changes								
(1) ESG Management	(2) Stable Profit	(3) New Technologies & Methods						
Medium- to long-term sustainable growth	Shift to optimum production capacity	Develop products with high added value through weight reduction						
Promotion of DX (signal transformation) aimed at changing the corporate culture • E: Engage in earth-friendly monozukuri • S: Create a healthy and engaging workplace • G: Realize highly transparent governance	Recreate a strong gemba Strengthen cash flow management Build a robust corporate structure that is less affected by production volume	Propose products for EVs Engage in proactive sales expansion in 3 axes (customers, products, regions) Expand external sales of production equipment such as dies and tooling						

In YSP2023. Yorozu established a new Corporate Vision, "With the one and only technologies and developmental capabilities in suspensions, we deliver solutions to customers' needs and aim to become a 100year sustainable and evolving company." The Company also set out the management policy of aiming for sustainable growth and increased corporate value. This involves working on the three key pillars that are aimed at sound management resilient to changes that reflect corporate reform through the promotion of digital transformation (DX): "ESG Management," "Stable Profit," and "New Technologies & Methods." In August 2021, toward transformation into a corporate structure that helps stay competitive, the Company announced initiatives for the Yorozu DX aimed at substantially reducing all work processes, thereby putting in place a system for specific activities to promote it.

For DX promotion, the three levels and organizations shown below were established.

[DX Promotion Level]

- · "Analog to Digital (A2D)" level, referring to the transition from analog to digital
- · "Vertical DX (V-DX)" level, referring to making individual work more efficient and digitalizing work process
- · "Horizontal DX (H-DX)" level, referring to digital coordination of *monozukuri* work processes

[DX Team Activity System]

Three teams were organized under the DX Promotion Committee.

- (1) Monozukuri Lead Time Reduction Team
- · Targets production preparation activities, from sales activities to receiving orders, product design, process design, and manufacture of dies and jigs, to project cost management
- (2) Smart Factory Team
 - · Targets production plants
- (3) Indirect Work Reform Team
 - · Targets back office work

Moreover, in the beginning of 2022, Yorozu formulated a slogan, "Build and pave the way for Yorozu's growth strategy to prove our strong presence in the electrification era," in response to the advancement of electrification in the automotive industry, thereby showing the specific direction to be taken. At the same time, the Company also defined its "5Gs" aimed at accelerating YSP2023 initiatives to promote the sharing of awareness for the initiatives among all Group employees.

5Gs

- "Green," which represents contribution to a decarbonized society
- "diGital," which represents innovation toward enhancement of technology and profits
- "Governance," which represents advancement of corporate governance for all stakeholders

The 5Gs are a combination of the above three Gs that show the direction of Yorozu, and "GRIT," which is a term derived from the initial letters of the following four mindsets, as well as the "Growth" strategy that Yorozu aims for.

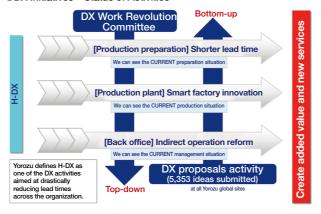
Guts—the ability to face up to difficulties Resilience—the ability to recover from difficulties Initiative—the ability to establish and work toward goals on one's own

Tenacity—the ability to accomplish things tenaciously In addition, to accelerate initiatives in and after the second year of YSP2023, Yorozu also began working on the four themes shown in the yellow boxes in the figure on p.57.

DX Promotion Level



DX Initiatives - Status of Activities

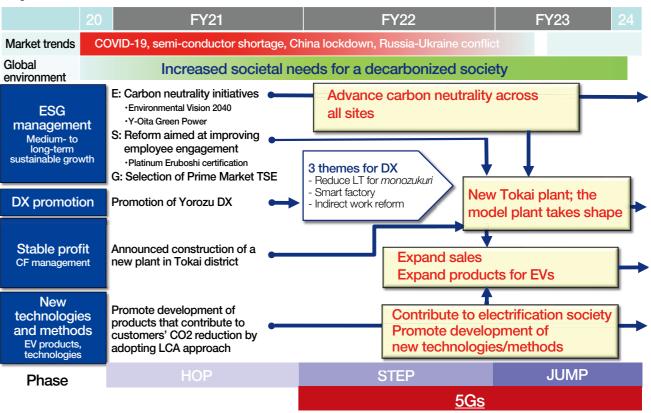


5Gs



- 1) Advance carbon neutrality across all sites in Japan and abroad as a climate change measure, which is a pillar of Yorozu's ESG management.
- 2) Ensure that a model plant positioned as a proactive strategy takes shape in the new Tokai base; the plant is aimed at contributing to stable profits by advancing ESG management and boosting competitiveness.
- 3) Promote development of new technologies and methods that contribute to the electrification of society.
- 4) Actively expand sales.

Progress in YSP2023



14. To Become a 100-Year Company -Specializing in Automotive **Undercarriage Mechanisms**

The predecessor of Yorozu, Shido Seisakusho Ltd., was born in April 1940. It was a time when Japan was in the middle of a quagmire of the Japanese-Chinese war (from July 1937), while World War II began in September of 1939 following the invasion of Poland by the German troops. The corporate name "Yorozu" signifies the founder Rokuro Shido's efforts to overcome the enterprise reorganization undertaken by the Japanese government during the Pacific War. The corporate philosophy was to "contribute to postwar peace-time industry through monozukuri."

In April 1948, at the time of the establishment of Yorozu Automobile Works, Japan was still an occupied country where the production of passenger vehicles was banned. Even in 1950, automobile production volume was only in the 30,000-unit level (7.835 million units in 2022), and Yorozu began its business with almost hand-made production. Since then, to contribute to society through *monozukuri*, the Company had honed its suspension manufacturing skills as a Nissan affiliated company based in Yokohama, and had also expanded into overseas markets. In 2000, following Nissan's management reform, Yorozu became an independent manufacturer and has transformed into a global

company by putting into practice the Business Plan YSP that has continued to date. The footsteps taken by Yorozu over the past 25 years is represented by the change of YSP, which was originally the Yorozu Survival Plan formulated for the Company's survival. It was renamed Yorozu Success Plan, which aimed for success, then to the Yorozu Spiral-up Plan aimed at improving corporate value, before it became the Yorozu Sustainability Plan which seeks sustainable development. What has prompted the Company to take these footsteps is its self-esteem and pride as a top suspension manufacturer, as well as its aspiration.

In the last few years, the automotive industry is undergoing an era of major transformation toward "CASE," which stands for Connected, Autonomous, Shared & Services, and Electric. However, as long as automobiles run on roads, suspensions will always have a role to play. Yorozu will pave the way for proving its strong presence in the electrification era, pass down its unwavering spirit of accomplishment and spirit of monozukuri, and aim to become the one and only company with a 100-year history and aspiration in this field.

Technological Innovations

2008-2023

1. Elemental Development of **Materials and Methods** Yorozu's Monozukuri That Always **Pursues the Essence**

Full-curl method

The full-curl method is a press-forming technique (Fig. 1-1-1) that processes a steel sheet into a threedimensional hollow pipe with freedom in shape.

Traditionally, when a product requires a hollow-pipe shape, the usual technique is to form steel pipes into the required shape using a bender or such tools. Forming steel sheets-which are cheaper compared to steel pipes-into tubular shapes can reduce material cost. Press forming also has the advantage of having a high degree of freedom in the cross-sectional shape, and this method can also contribute toward creating lighter products than those made by forming steel pipes.

The challenge of applying the full-curl method to mass production vehicles began in 2002 with the torsion beam (Fig. 1-1-2) for Nissan's C-segment class Lafesta.

At first, the trailing arm of the torsion beam used in the Lafesta was being developed to use steel pipes as before. Due to the customer's strong request for cost reduction, the Company decided to apply the full-curl method. This change was made after the vehicle's layout had been decided, and applying the full-curl method required extremely difficult forming techniques.

The usual process of repeatedly modifying and adjusting the dies to create the product's shape would not have met the project's schedule. Therefore, Yorozu



Fig. 1-1-1 Full-curl press-forming technique



took on the challenge of using nonlinear analysis software to develop a new simulation technology and succeeded in developing a mass production product in a short period of time.

After a patent for this technique was obtained in February 2016, its application has since been expanded to mass production parts for vehicles in the A- to C-segment*1 classes.

This part became the predominant configuration for the rear suspension in A- to C-segment class vehicles, with the twisting central crossbeam allowing independent movement of the left and right trailing arms, resulting in characteristics similar to an independent suspension (Patent Number 5886325).

2. Development of tailored blank rear beam (Honda N-BOX)

Using tailor welded blanking, which is used for stamping steel sheets of different thicknesses after they have been welded into a single panel, Yorozu developed a new method that combines the crossbeam (thick sheet) with the trailing arms (thin sheets) into a unibody structure. This method allowed load to be efficiently transmitted from the tires and achieved high stiffness. As a result, compared to the conventional structure where components were individually pressed and then welded, a reduction of at least 15 percent in weight was achieved as it was possible to lower sheet thickness by one grade.

The rear beam is a part that requires opposing characteristics. It needs to twist flexibly while having high stiffness to properly maintain the orientation of the tires. Various advantages are gained by applying tailor welded blanking to the rear beam, including the simplification of the shape and a reduction in the number of components.

At the same time, there were repercussion issues in aspects such as reliable durability and productivity. Regarding the reliable durability, high stress is generated at the connection that links the area requiring flexible twisting with the area requiring high stiffness. This issue was solved by reducing stress with the concept of unibody forks (Fig. 1-2-1).

A fail-safe structure is achieved by using a fork shape reinforcement over the plasma welded area. In the area of production technology, an optimal position that does not cause the plasma welded area to crack during forming was found.

This structure was invented by Yorozu (patent registered) and adopted for the first time in the world in the first-generation Honda N-BOX (launched in 2011). The material used in first-generation N-BOX was hotrolled steel with a normal tensile strength grade of 440 MPa. Meanwhile, the second-generation N-BOX uses high-tensile materials with a grade of 590 MPa. Furthermore, with the addition of a stabilizer, Yorozu achieved a similar mass to that of a pipe beam in the area of roll stiffness for the A-segment class.



Top view of product

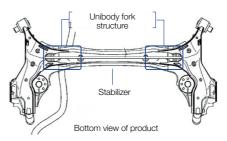


Fig. 1-2-1 Concept of unibody forks

3. Adoption of hollow pedal

Traditionally, the lever of a brake pedal was made using steel sheets with a thickness of 7 to 10 mm. To satisfy requirements for lighter weight, Yorozu developed levers using pipes made of 1.6 mm thick sheets and succeeded in mass production.

For the traditional structure, the normal way to enhance the strength of the lever was to use a thicker steel sheet, which was an area of concern because of the added weight.

The new structure ensures the required strength and stiffness while reducing weight through pipe expansion and forming. It was first adopted in the Nissan Skyline (Fig. 1-3-1) that was launched in 2011.

This hollow pedal—which was adopted for its light weight and mass production performance—is still produced, spanning two generations. As the next step, development was undertaken for a hollow lever that uses a structure with two overlapping steel sheets to achieve lighter weight while being price competitive. Adoption of this hollow lever has been expanding, starting with its adoption in the Nissan Altima (Fig. 1-3-2) launched in 2018.





Fig. 1-3-1 Pedal for the Skyline Fig. 1-3-2 Pedal for the Altima

4. Unibody front panel

In the past, projection welding was adopted for the four costly forged spacers, which added man-hours in assembly. Yorozu thus developed a front panel made of a plate with spacers through press-forming for practical implementation. (Fig. 1-4-1)

By including the spacer-forming stage in the progressive die stamping process, high productivity was maintained for the developed product while significantly reducing the number of parts (five parts reduced to one), helping to achieve cost savings by approximately 38 percent and weight by approximately 21 percent.

The developed product was first adopted in the brake pedal of the Nissan Altima launched in 2012. Subsequently, it was also expanded to Nissan's Pathfinder, Skyline, and Frontier. A patent was obtained for this structure in September 2014 (Patent Number 5612321).



Fig. 1-4-1 Single-sheet stamped front panel

Corporate Development PART 5 Technological Innovations 2008–2023

Segment: Category for vehicles based on size

5. Link with fail-safe structure

A link with a fail-safe structure was developed as a part that can prevent the collar from falling off without having to count on welding reliability. This was done by adopting a structure where the main body of the suspension link and the collar were made as a single unit from one steel sheet.

Traditionally, the bush press-fitted portion of a suspension link was formed by using steel pipes to make the collar. The collar was then joined to the main body by welding. However, with the method, the strength of the weld has a direct impact on the part's strength, and paying special attention to the welding quality of this portion was required during mass production.

Based on the above issues, Yorozu developed a failsafe link in 2013. An almost symmetric shape is cut from a single steel sheet. It is then folded in half, and the folded area is made into a hollow cylindrical shape to serve as the collar, thereby achieving a single-unit part (refer to Fig. 1-5-1).

This structure was achieved after repeated studies using forming analysis.

As the forces from tires and such are no longer acting on the welded area but on the pressed steel sheet itself, the structure enabled a fail-safe mechanism that is resistant to breakage and minimizes impact on car-driving even if damaged. In addition, as the folded portion is formed and seamlessly integrated with the main body using a single sheet, the entire steel sheet

part bears the forces exerted by the tires, achieving a structure that is not likely to cause stress and enabling a reduction in weight. Other advantages of adopting this single-unit structure include the simplification of the welding process and a reduction in the cost of managing welding quality, owing to the reduction in the number of parts.

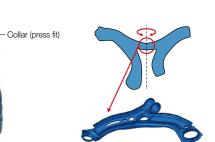
This structure is Yorozu's unique technology, and a patent has already been obtained (Patent Number

6. Subframe with side-rail structure

Traditionally, it was necessary to have different designs for the vehicle's subframe according to the drive system (such as 2WD or 4WD), the engine installed, and requirements for each intended market (including climate and road conditions).

Yorozu broke down subframe structures by function (vibration/noise suppression, assurance of strength, etc.), based on the concept of sharing components that carry the same functions. Specifically, the side rails are categorized separately from the main body and made into a common component having a single specification. This allowed various requirements to be satisfied by simply changing the main body. As a result, this concept helped to reduce costs for the suspension series (refer to Fig. 1-6-1).

The previous product had an open cross-section





Difference in press fit from the previous shape

Fig. 1-5-1 Fail-safe link

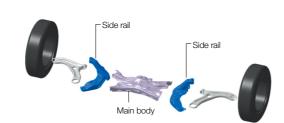


Fig. 1-6-1 Side-rail structure



Fig. 1-6-2 Subframe with side-rail structure

structure and a separate part had to be installed to make it into a part with high stiffness. An advantage of this new product was that the side rails and main body created a closed cross-section structure, becoming a lightweight subframe with high stiffness.

In other words, this structure also contributes to reducing the weight of the vehicle's body. In 2014, it was adopted in Honda's FIT and VEZEL, which are global models with many variations in specifications. and remains in production today. (Fig. 1-6-2) A patent was obtained for this structure in September 2012 (Patent Number P5084883).

7. Arc tailor welded blanking

Tailor welded blanking is a method of increasing material yield rates. A panel that is traditionally cut from a single steel sheet is instead split into several steel sheets, then welded into a single panel and stamped. It also means that steel sheets of different thicknesses can be combined. Using this method, thick sheets can be applied to areas that need high strength while thin sheets can be used for areas where strength is not a crucial requirement, and they can then be welded together to decrease the weight of the part and significantly reduce the costs of materials. dies, and facilities.

In 2006, Yorozu started utilizing tailored blanks for the front suspension members produced at YMEX (Yorozu's production site in Mexico). Produced under license from Nissan, these parts were meant for the Nissan Sentra*². At that time, the welding method was plasma welding. Tailored blanks are generally joined using laser welding, but the method adopted by Yorozu uses plasma welding instead. This is because the materials for Yorozu's primary products, suspension parts, have a sheet thickness of 1.6 to 4.5 mm and the variability on the shear and fracture planes and the risk of warping are relatively high. Therefore, plasma welding, capable of tolerating these negative aspects, is more suitable than laser welding which demands greater precision.

Furthermore, when selecting plasma welding, the method adopted was the arc tailor welded blanking, driven by the ease of daily maintenance and management as well as lower investment costs and defect rate.

Compared to plasma welding, arc welding can cut investment costs in welding equipment to one-sixth that of plasma welding while doubling the welding speed. It can therefore reduce the number of facilities required. In addition, it can relax the requirements for joint precision thanks to its wide tolerance range for quality assurance, thereby allowing simplification of jig structures and reduction of costs for dies and equipment. Welding rework, which was not possible

with plasma welding, can also be carried out, allowing a reduction in defect rate. However, as arc welding uses welding wires, it generates excess weld at the welded area of the tailored blanks, and relief in the die is needed to avoid interference with the excess weld. Spatter generated during arc welding also causes scratches on the die surface, and it is thus necessary to use metal active gas (MAG) welding, which generates

Yorozu's arc tailor welded blanking started to be adopted in the front and rear suspension members for Nissan's INFINITI QX50. Production of these parts commenced at YMEX in October 2017. Going forward, Yorozu intends to continue replacing plasma welding with arc welding.

8. First adoption of 980 MPa high-tensile materials in suspension parts

By using high-tensile materials in the design of automobile parts, weight can be trimmed. This is because high-tensile materials provide the same strength as regular steel sheets, even when thinner materials are used.

In June 2020, Yorozu was requested by Nissan to design the suspension links for Nissan's next SUV model. Their requirement was that, while the input conditions for the parts have become more demanding due to the vehicle's concept, Nissan wanted to achieve a weight target on par with the existing model.

At the core of achieving this requirement were hightensile materials. Conventional SUV suspension links mainly used steel with grades of 440 MPa or 590 MPa. Yorozu decided to use steel with a grade of 980 MPathe first such use—for suspension parts for Nissan. This allowed the parts to withstand the increase in input compared to the existing part and further achieve a 26 percent reduction in weight.

Generally, the higher the tensile grade of a material, the lower the press formability becomes, with a higher risk of generating cracks when stamping. It was therefore necessary to consider measures against such risks when using 980 MPa high-tensile materials in suspension

During development, Yorozu collected data on the properties of candidate materials and repeatedly conducted forming simulations to determine the most appropriate manufacturing process and product shape to create the final part.

The Sentra was the name under which the Nissan Sunny was sold in North America until 2005. It became an independent model from its sixth generation in 2006.

2. Jidoka and New Manufacturing Methods

1. Taking on the challenge of creating smart factories using Machine Vision-introduction of Eye-Robo in press line

Conceptualizing Jidoka of blanking process

The very first process in Yorozu's stamping production line is the process of using a blanking press to punch out steel sheets-which come in coils when purchased from steel manufacturers-into the smallest size required for the product. In this line, several operators take out the punched-out sheet materials called blanks, which are placed neatly into cases called magazines one by one.

Supplying of materials at the stamping line is carried out by a machine called a destack feeder. As the blanks are placed one by one in the aforementioned magazines, it was necessary to install this type of feeder for each press line. To address this issue, Yorozu embarked on the Jidoka of material feeding toward full automation of the stamping process.

By changing the state where an operator places blanks one by one in the magazines, to a state where the existing feeding robots can easily pick up the pile of blanks that fall out of the blanking press, zero manhours can be achieved in the blanking process. In addition, the aim of switching to a system where material feeding is done by highly versatile robots at the press line is to reduce the costs of creating magazines tailored to each part and the number of destack feeders.

In working toward practical application, trials were conducted at the tandem press line of YT before fullscale implementation at sites.

Composition and characteristics of Eye-Robo

As the new automation system is made up of an "eye" that recognizes blanks and a robot that transfers blanks, it was named "Eye-Robo."

For the "eye," a steel scaffold is erected approximately 2.5 m above the blanks to be automatically recognized. A vision head—which has four cameras and a projector that projects stripe patterns on the blanks for recognition of point cloud data-is installed on the scaffold. Software for controlling the system is installed on a dedicated computer. This dedicated computer is connected to the robot controller-which controls the movements of the robot—via a LAN cable.

The robot controller has a robot link library. By receiving the robot's position information from the "eye" through the LAN, it is possible to move the robot to any required position. The positions can be fine-tuned through normal robot teaching.

For system calibration, the coordinate relationship between the robot (recognition system) and position in real space is defined by memorizing the positional relationship of blanks at the system side using a calibration board.

The CAD data of the shape of the blanks to be automatically picked is copied to the dedicated computer beforehand. A recognition preprocessing file is created using this shape and the point cloud contour model. By setting the 3D recognition threshold value, making it recognized, and converting the point cloud information of the recognized blank into a score, the robot is programmed to recognize that the blank with a higher score is located at a higher position. The robot then picks up and feeds that blank. This entire flow-from recognition to the grabbing of blanks-can be carried out in approximately four seconds.

Identification of issues and future prospects

The following issues were identified through the trial.

- There is high difficulty in distinguishing minor variations in shape, such as a difference of 1-2 mm in shape and a distinction between the front and back sides of sheets.
- There are cases where the top and bottom of blanks are wrongly detected, resulting in the hooking of other blanks. In particular, the thinner the blank, the harder it is to recognize the contour shape, and it becomes more difficult or takes more time for top/bottom identification.
- Dedicated pallets are required as the edges of blanks can get caught in ordinary wire-lattice pallets.
- Projection onto the blanks facing outside the pallet is difficult and there are times when the robot cannot recognize the blanks.
- The whole system is expensive. It is necessary to build an affordable system.

Having identified these issues, the trial was ended, the equipment was removed, and Yorozu dropped the idea of adopting it in mass production. Going forward, Yorozu will study the system to address these issues and continue with demonstration experiments.

2. Implementation of laser-hybrid welding machines

The background behind the implementation of this method was because of an order for rear subframe parts from Daimler in 2016. The ordered parts included certain components which had to be joined using laser-hybrid welding.

This was the first time for Yorozu to implement laser-hybrid welding. Due to the part's shape and a structure that made welding difficult, Yorozu started a trial using prototype jigs and single parts with support from a partner manufacturer with a track record of selling laser-hybrid welding machines in Japan.

The welding heads that are generally sold (which combine a laser beam head and MAG welding*3 torch) have difficulty in partial welding. There were additional concerns about the ability to maintain optimal welding conditions such as welding position and distance. Yorozu realized there was a need for a special head. This was resolved by adopting the special welding head used at Daimler.

Yorozu had conducted various trials to satisfy the customer's welding requirements and establish the most efficient welding conditions.

A distinctive phenomenon that occurred in the above trial was the significant impact on the appearance of weld beads and occurrence of spatter that came with changes to the type and mixing ratio of the shielding gas.

Compared to MAG welding and other past methods, laser-hybrid welding allows high-speed welding, but there were sporadic instances of unstable weld bead appearance. By changing the type and mixing ratio of the shielding gas, there were times when the appearances of the weld beads satisfied the specifications, but sometimes they worsened.

Through repeated trials, Yorozu was able to obtain data that could be effectively used in future applications.

An issue to be resolved is the control over the maintenance of welding conditions during mass production. This is a method with very little leeway in terms of changes in the product situation—such as the shapes and gaps when aligning individual components—and the manufacturing conditions. To ensure optimal and continuous operations at mass production factories, it is necessary to establish rules centered on daily and preventive maintenance.



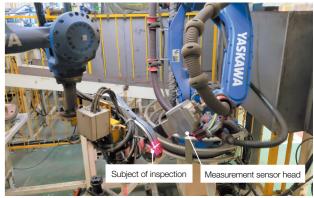
Welding trial conducted at a partner manufacturer

3. Implementation of automatic weld measurement devices

In 2016. Yorozu received an order for rear subframe parts from Daimler. One of the requirements for product quality management was that all products should be inspected using automatic weld measurement devices.

Yorozu ensures its quality control generally by checking the products with inspection jigs at the start and end of work. This was the first time for Yorozu to install automatic measurement devices as part of the processes within a line and conduct inspections on all products. From the perspectives of quality, cost, and reliability, the Company decided to adopt the welding inspection system VIRO from VITRONIC, which had been adopted at Daimler.

In this process, a measurement sensor head is attached to the robot, and shape is read by tracing along the weld bead. The 3D shape is recognized, and assessments are made for each inspection item.



Automatic weld measurement device

Metal active gas (MAG) welding refers to welding that uses a mixture of an inert gas (such as argon) and carbon dioxide gas, an active gas, as the shielding gas

It was necessary to develop technology for correct reading of the weld bead shape. Together with YASKAWA Electric Corporation, the manufacturer of the robot being used, the three companies embarked on joint development.

Verification tests were undertaken at the trial facilities while understanding VIRO's characteristics and limits until 3D shapes were generated.

Through these tests, fundamental techniques were acquired, and at the same time, trials started for the automatic rework function, which automatically carries out rewelding of the defective area instead of going over the entire welding process again when the welding assessment result does not meet the required standard.

At this stage, given that it was also the first such development project for VITRONIC, tests were conducted repeatedly to establish the basic function of automatic rework and solve issues that occurred while brainstorming with YASKAWA Electric and Yorozu.

Amid the limited conditions provided by Daimler, it was impressive that the three companies leveraged their respective proficiencies to complete the project.

The most difficult point was to provide information about the locations—in millimeters—of defects on the 3D shape and make the robot carry out automatic rework at the designated location based on the information received.

The three companies also had difficulties with raising the accuracy of the combined system, including the data processing speed between VIRO and the robot, processing time within the robot itself, and correct instruction of the robot's tool center position (TCP).

In the end, alteration and calibrations were made after installation on the production lines to raise the system's accuracy.

The mechanism for automatic weld inspection was established and reached a state of actual operations. However, to obtain thousands of 3D shapes and generate correct assessment results regarding weld bead shapes, for which no two are the same, there was a need to adjust the assessment threshold value.

This task continued even after the start of mass production, and is still ongoing today.

At Yorozu, weld inspection results are stored as big data. Besides raising the accuracy of assessment results, the Company thinks that verification combined with information about welding work will serve as the basis for improvement toward better welding. This system is anticipated to increase its application as a tool for unmanned and Jidoka production lines in the future.

4. Implementation of piercing machine

Yorozu started using piercing machines in 2016 when the Company received an order for rear subframe parts from Daimler. After checking the dimensional accuracy requirement drawings, it was judged that the required quality accuracy could not be achieved with the accuracy of single parts and welding alone. This led to the use of piercina machines.

The piercing machine is a piece of equipment that pierces holes used for attaching mating parts. These holes require accuracy, and the piercing is carried out after all welding processes are completed. Yorozu has only once installed this machine for aluminum suspension parts meant for Honda vehicles produced in North America.

The challenge this time was to determine the specifications for stably positioning the parts, while also meeting the required product standards for dimensional quality, which had to be integrated into the equipment's structure.

By restricting the height of the product with a component, the Body MTG, that determines the point of attachment to the vehicle body, and making adjustable reference points for the vehicle's position in the sideways and front/back directions, the product was successfully fixed in place.

As a result, besides maintaining a high level of dimensional accuracy of parts, the use of piercing machines made it possible to control the variation in positional accuracy caused by welding, which met the expectations of the customer.

Through acquiring the underlying technologies of this system. Yorozu gained important expertise for achieving production lines that can meet similar levels of high requirements for quality in the future.



Piercing machine

5. Introduction of Jidoka lines

The background behind the introduction of *Jidoka* lines was a request from a customer in 2014 for further cost reductions and lowering of capital investment for new vehicle projects. To meet this request, Yorozu started studying the practical application of a cost-competitive and highly profitable assembly line that further improves the uptime ratio and quality.

Yorozu's assembly lines were based on what can be called parallel lines, where individual systems are placed in two lines facing each other while people transferred by hand the parts being worked on in each process between the facilities to assemble the final product. By coincidence, around the same time, upon reorganization of Nissan's work processes, the automated assembly line for the front member of the X-Trail was transferred from Nissan Yokohama Plant to YO. Yorozu also had the opportunity to visit Daimler's automated assembly lines after receiving an order for rear subframe parts from Daimler on condition of line automation. Using these and other examples as references, Yorozu embarked on the development of innovative automated assembly lines that surpassed these lines. The result was the fully automated assembly line installed at YO for the front member of Nissan's Serena.

The innovative line gave top priority to safety and quality. At the same time, it sought to have high competitiveness that accounted for the uptime ratio, man-hours, investment amount, and production flexibility-which translate to cost factors-as well as high space efficiency. Regarding space efficiency, it sought to maintain Yorozu's standard factory layout, where the assembly lines are laid out in two lines facing each other with a line width of 7 m. The following five key points were worked on to achieve these goals.

The first point was the concurrency of the main welding process. Splitting this process and carrying out each portion in sequence would mean an increase in the time for transfer of the product between each process,

thereby increasing the cycle time and the number of processes. At the new front member assembly line, by lining up several cells of the main welding process in parallel, the number of processes was reduced from 12 cells to nine cells. (Fig. 2-5-1 Point (1))

The second point was to be capable of handling many product types. The new front member assembly line adopted a structure that allows jigs to be easily replaced so that the same facilities can be reused when dealing with future model changes. Only jigs need to be changed, thereby resulting in significant reductions in capital investment. (Fig. 2-5-1 Point (2))

The third point was to reduce the number of tasks by operators in parts supply and inter-process transfers. For the new front member assembly line, all parts supply and inter-process transfers were automated, reducing manning from five persons to two. Usually, the transfer of products between normal processes uses off-theshelf 6-axis transfer robots. However, to transfer heavy parts such as front members, the size of robots becomes bigger, and it was difficult to fit them within the line width of 7 m, which is Yorozu's standard. Therefore, Yorozu's first in-house developed transfer robot (Fig. 2-5-2) was adopted, and the line width was maintained. (Fig. 2-5-1 Point (3)-1 and (3)-2)

The fourth point was to simplify jig structures. A jigless operation was achieved by welding parts without removing them from the parts supply robot. (Fig. 2-5-1

The fifth point was quality improvement, where servo torches were adopted for all welding robots to significantly reduce spatter.

After installation at YO, this new front member assembly line started mass production in July 2016 and has maintained an extremely high level of productivity with the uptime ratio of at least 90 percent. The Jidoka technology expertise adopted at this new front member assembly line is being applied in subsequent automation efforts, including the Honda front subframe assembly line at YAT, Daimler rear subframe assembly lines at

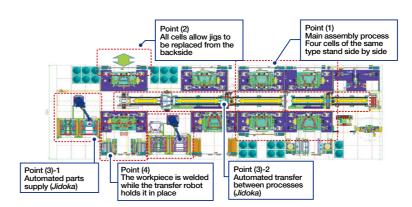


Fig. 2-5-1 Yorozu Oita Welding Line for Serena FR MBR

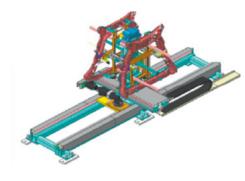


Fig. 2-5-2 Inter-process transfer robot

YMEX and W-YBM, and the Nissan front member assembly line at YAA.

Yorozu will further enhance and advance its efforts in manpower reduction and *Jidoka*, focusing on creating lines tailored for developed countries with high labor costs.

Complete tack welding and final assembly welding line

In July 2020, Yorozu's complete tack welding and final assembly welding line received the 2020 Nissan Global Supplier Award—Global Innovation Award in recognition of improvement of the line for price competitiveness through reducing capital investment for production.

This award is given to companies that are recognized as having made prominent contributions through innovative initiatives in the two innovation categories (product technology and process management) stipulated by Nissan. The line's application to global production vehicle models was a world's first, and Yorozu had the honor of being the only recipient in the process improvement category in 2020.

There are three main advantages to adopting the complete tack welding and final assembly welding line.

- (1) Efficient production is possible by increasing or decreasing the parallel processes of final assembly according to fluctuations in production volume.
- (2) Through parallel adoption of a jig setup structure, when there is a model change, it becomes easy to reuse generic facilities by just creating new jigs, facilitating capital investment reduction for future models.
- (3) Even if one of the parallel process stops, as there are several of the same process, the entire line does not stop, minimizing loss of productivity.

To achieve and further improve the effectiveness of the complete tack welding and final assembly welding line, part design based on maximizing this method's

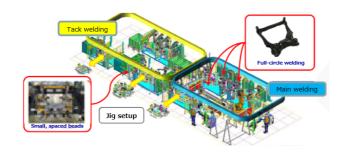




Certificate and trophy for the Global Innovation Award of 2020 Nissan Global Supplier Award

feature of "welding process design that allows efficient welding at one go" is required while satisfying the requirements for parts function and performance.

In the development of the 2019 model of the Nissan Sylphy, through simultaneous activities by Nissan's development staff and Yorozu, process design and parts design were studied as a set with maximum input of production design expertise. This allowed the realization of a complete tack welding and final assembly welding line with the maximum effectiveness.



"Complete tack welding and main welding line"



Conventional method "Sequential welding line"

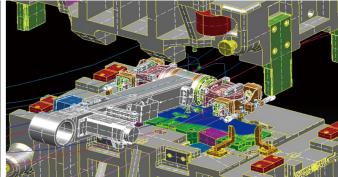
As a result, capital investment per line for the front suspension member's welding line—which includes the welding process for the tailored blanks of the 2019 model of the Nissan Sylphy series—was reduced by 44 percent compared to the products manufactured with previous methods. This line is also being progressively adopted as mass production facilities for the Nissan X-Trail series starting from the 2020 model.

3. Implementation of Machinery and Equipment

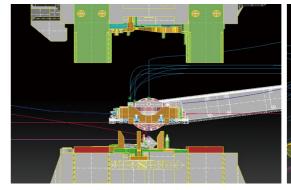
Installation of press line with pendulum-type feeder

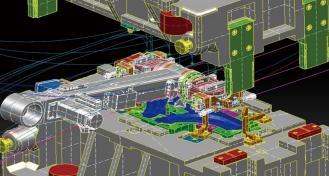
According to the data released by China Association of Automobile Manufacturers, China produced 24.5 million vehicles and sold 24.6 million vehicles in 2015. Both figures were new record highs. The economy was expected to remain strong in the future, with a trend of increases in SUVs and MPVs in particular. W-YBM





Product is fed from the front of the press





Product is fed from the rear of the press

therefore expected to see an increase in orders for large parts, and Komatsu's 800/400-ton tandem presses were installed. As a result of studies on the optimal system for the method to transfer products for higher production efficiency, W-YBM decided to use Komatsu's H*TL1 pendulum-type feeder.

This was because it can carry out high-speed transfer of large stamping parts (such as a certain type of front suspension members) that cannot be produced using transfer presses, and at the same time, raise productivity (improvement in RPM, which is the number of press strokes per minute excluding stamping-ancillary tasks).

The new transfer system had the following advantages over normal transfer robots.

- (1) RPM significantly improved. Compared to 10 RPM for conventional transfer robots, the H*TL1 pendulum-type feeders achieved 15 RPM.
- (2) Compared to a transfer press, flexibilities in the dies allowed easier designing.
- (3) Maintenance time and cost were reduced compared to the past (refer to Fig. 3-1-1).

As of 2023, this system has only been implemented at W-YBM with no plans for other sites. Implementation will be considered as and when necessary, depending on the parts ordered in the future.

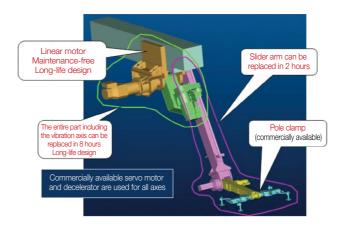
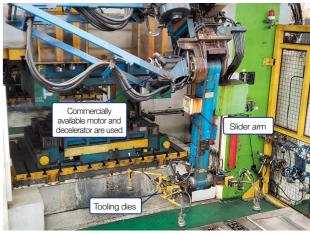


Fig. 3-1-1 Structure of pendulum-type transfer robot



Pendulum-type transfer robot

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2. Installation of large stamping press

It was necessary to install presses at sites where press overload was expected due to an increase in production volume as well as at the new YAA established in Alabama, U.S. With prospects of orders for parts using ultra-high-tensile materials increasing in the future, the Company decided to install large blanking presses and large transfer presses.

1200-ton blanking press

Together with the use of ultra-high-tensile materials for parts, this blanking press was adopted to reduce processing costs and increase material yield rates by strengthening stamping capacity from 800 tons to 1,200 tons. The capacity of the leveler feeder was also enhanced to allow multiple blanks to be processed at the same time.

This machine:

- (1) can carry out production using sheet metal coils with a thickness of 1.2 to 10 mm, and (2) can use dies of a size up to 2.200 mm by
- (2) can use dies of a size up to 2,200 mm by 3,500 mm,

and allows several large blanks to be processed simultaneously.

As of 2023, this blanking press has been installed at four sites (YAA, YMEX, YAGM, and YO). While there are no immediate plans to install it at other sites, Yorozu will consider installing this type of machine if the need arises and the required specifications are met.

3500-ton servo module transfer press

This stamping press is designed to handle the required stamping force and the number of stages for the products that were expected to be developed within the next 10 years after its introduction. Excellent in stamping performance (quality), productivity (cost), and equipment reliability (delivery), it is a system with competitiveness that spans into the future. As the industry's first line that integrates two servo transfer presses (2,000 tons and 1,500 tons) into a single unit, transfer between the two presses is simple as the two are placed right next to each other. Furthermore, synchronization is easy as they are both a servo press. The change in motion also expanded the range of parts that can be processed, including parts that are difficult to stamp and those which use hightensile materials. While it also depends on the settings (feeding pitch, lift stroke, and clamp stroke), productivity also improved significantly with a maximum RPM of 30 (stamps 30 times in one minute). Controlled by servo motors, the motion (speed, position, and stamping force) of the moving part of the slide can be freely configured. By adjusting the speed, limiting the rise in the temperature of the dies, maintaining the bottom dead center (the lowest position that the press can reach), and such, reducing the drawing process becomes possible. As a result, it offered the following advantages.

- Extends the lifespan of dies due to less impact at the moment the upper and lower dies come into contact
- (2) Reduces the number of stamping processes and improves product accuracy

As of 2022, this blanking press has been installed at five sites (YAA, YAGM, G-YBM, W-YBM, and YO). If the need arises, Yorozu will consider installing this type of press machines based on the required specifications.



1200-ton blanking press



3500-ton servo module transfer press



History of Yorozu's Parts

Yorozu has been striving to improve every day as a manufacturer specializing in auto parts centered on automobile suspension parts, gaining strong trust from many automobile manufacturers both in and outside Japan. In product development, in the area of designing parts, Yorozu's strength is that all processes—from market survey to conceptualization, planning, design, analysis, prototyping, and testing—are completed in-house.

Yorozu's major product, suspension, is installed in the undercarriage system of a vehicle not easily visible from outside. Its role is to handle the downward force: the vehicle's weight, its passengers, and luggage, and absorb the upward force: the impact from road surfaces transmitted through tires, so that the shock does not directly act on the passengers. In other words, suspension supports us in the background. In addition, suspension is designated as a vital safety component as it may no longer be possible to drive the car if the suspension breaks down. Because of this, the suspension is not something that any company can make. Due to the reliability of Yorozu's production technologies, the

Company takes pride in being recognized by business partners as a byword for suspensions.

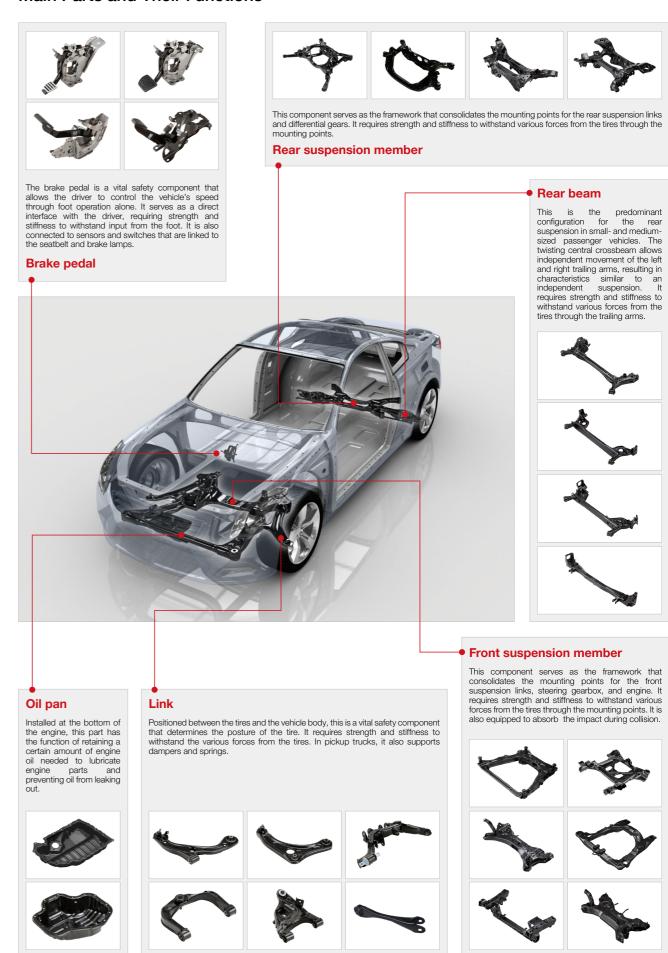
Today, Yorozu considers the global environment while flexibly meeting the needs of the times. Using its unique development technologies and advanced production technologies, the Company continues to manufacture a wide range of products such as module products that integrate several parts with suspension parts.

At the milestone of Yorozu's 75th anniversary, the Company has consolidated a chronological table of Yorozu's products—those from the early days of business with automobile manufacturers to the last 15 years since 2008—adopted in well-known vehicle models. The Company's history shows that it has met the expectations of many automobile manufacturers by the fact that Yorozu's products are adopted in many vehicle models worldwide. The table helps to recognize the Company's value of existence and its contribution to society.

Going forward, Yorozu aims to continue as a global company that offers exceptional quality and comfortable rides through reliability and safety, and provides the entire world with cost-competitive products of the highest quality.

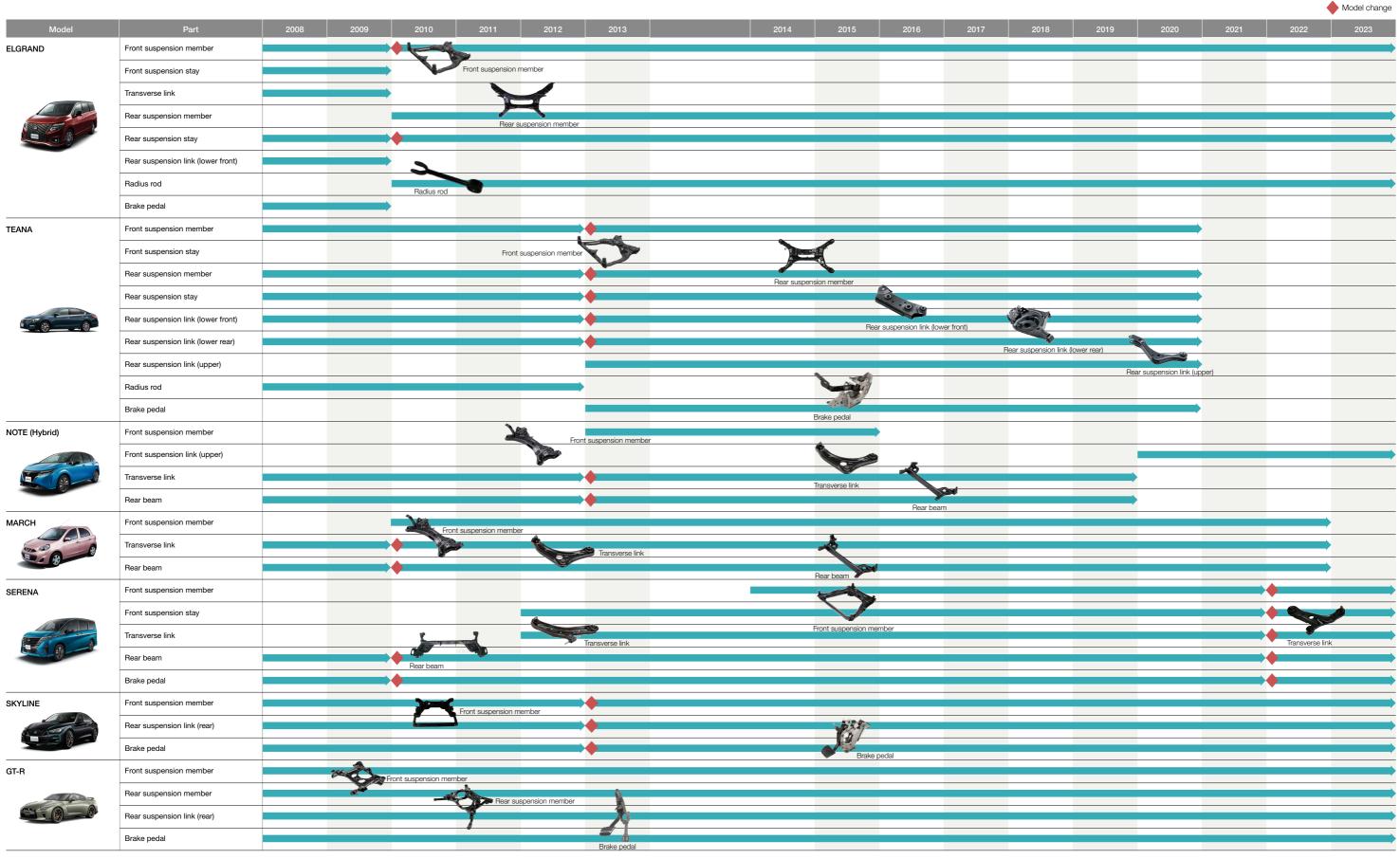
Start of business (year)	Customer	Model	Part	
1948	Nissan Heavy Industries (now Nissan)	Model 180 4-ton truck	Exhaust pipe	
1951	Shin Nikkoku Kogyo (now Nissan Shatai)	Patrol	Frame parts	
	Minsei Diesel Industries (now UD Trucks)	Unknown	Brackets	
	Nihon Nainenki Seizo (now Nissan Kohki)	Kurogane (three-wheeled truck)	Side frame, rear body, muffler, steering wheel, hand brake, and toolbox	
1953	Honda	Honda Dream (motorcycle)	Unknown	
1960	Nissan	Cedric	Link components	
1974	Kubota Tekko (now Kubota)	Binder (agricultural machine)	Combine cover (part for rice harvester)	
1981	Toyo Kogyo (now Mazda)	Capella	Engine bracket	
1984	Fuji Heavy Industries (now Subaru)	Leone	Quarter end (body part where tail lamp is installed) Sunroof bracket	
1986	Isuzu	Gemini	Front and rear suspension	
1988	Mazda	Sentia	Front suspension	
1990	GM (U.S.)	Saturn	Rear suspension, stabilizer assembly, and suspension modules	
1992	Ford (U.S.)	VILLAGER	T/V, GUSSET	
1995	Honda (U.S.)	US ODYSSEY (name in Japan: Lagreat)	RR SUB FRAME	
2000	Toyota	Hilux	Suspension arm	
2002	Mitsubishi (U.S.)	Endeavor	Rear suspension member	
	Renault (Mexico)	Clio	FR SUB/RR AXLE	
2004	Suzuki	Swift	Torsion beam	
	Daihatsu	Hijet/Atrai	Suspension member and suspension arm	
	Hino (Thailand)	Hilux	Frame parts	
2012	VW (Mexico)	JETTA/NEW BEETLE	SPLASH GUARD	
2015	Daimler (now Mercedes; Mexico and China)	A-class SDN/GLA/GLB	RR CRADLE	

Main Parts and Their Functions

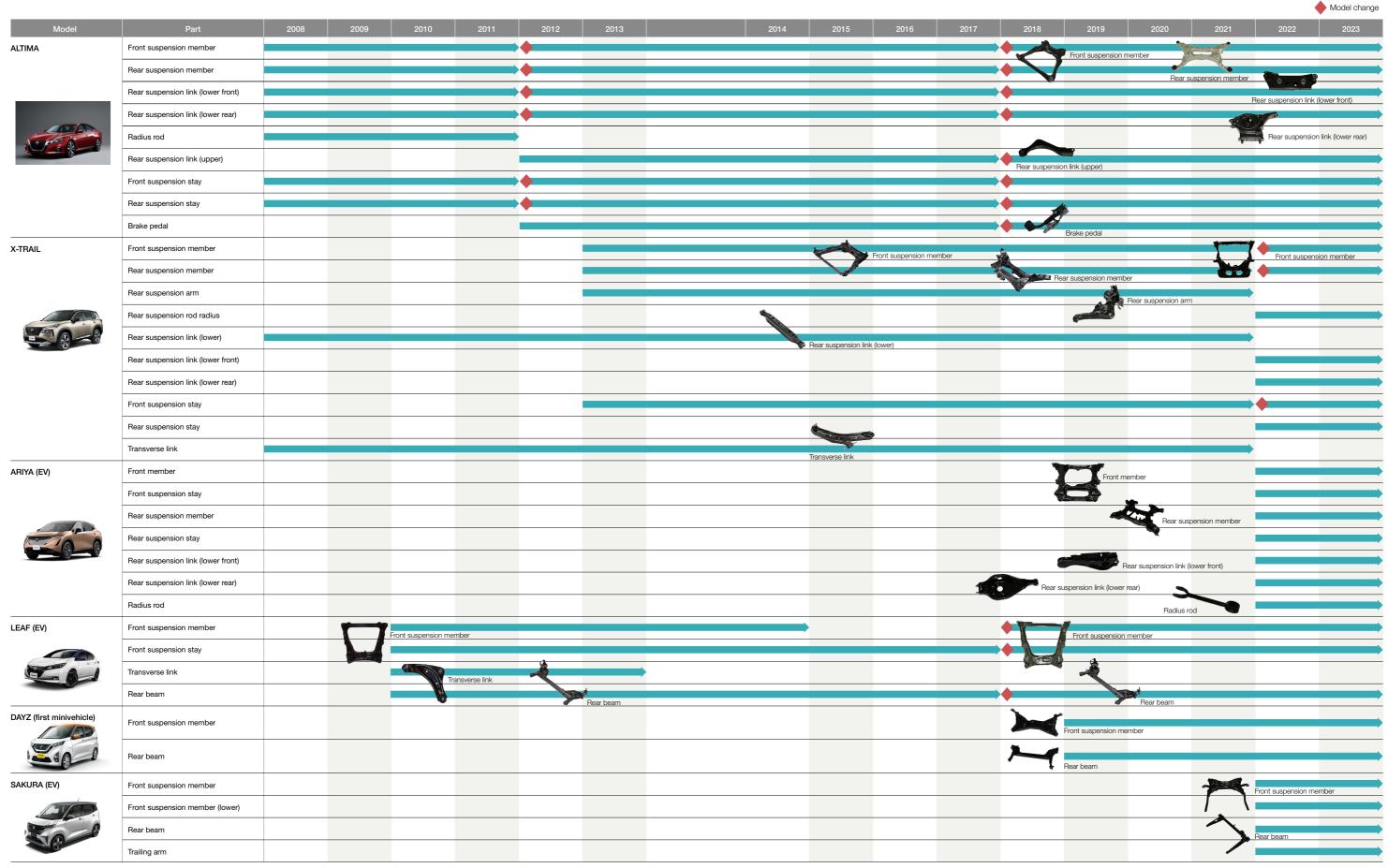


History of Yorozu's Parts | 071

History of Yorozu's Parts for Nissan



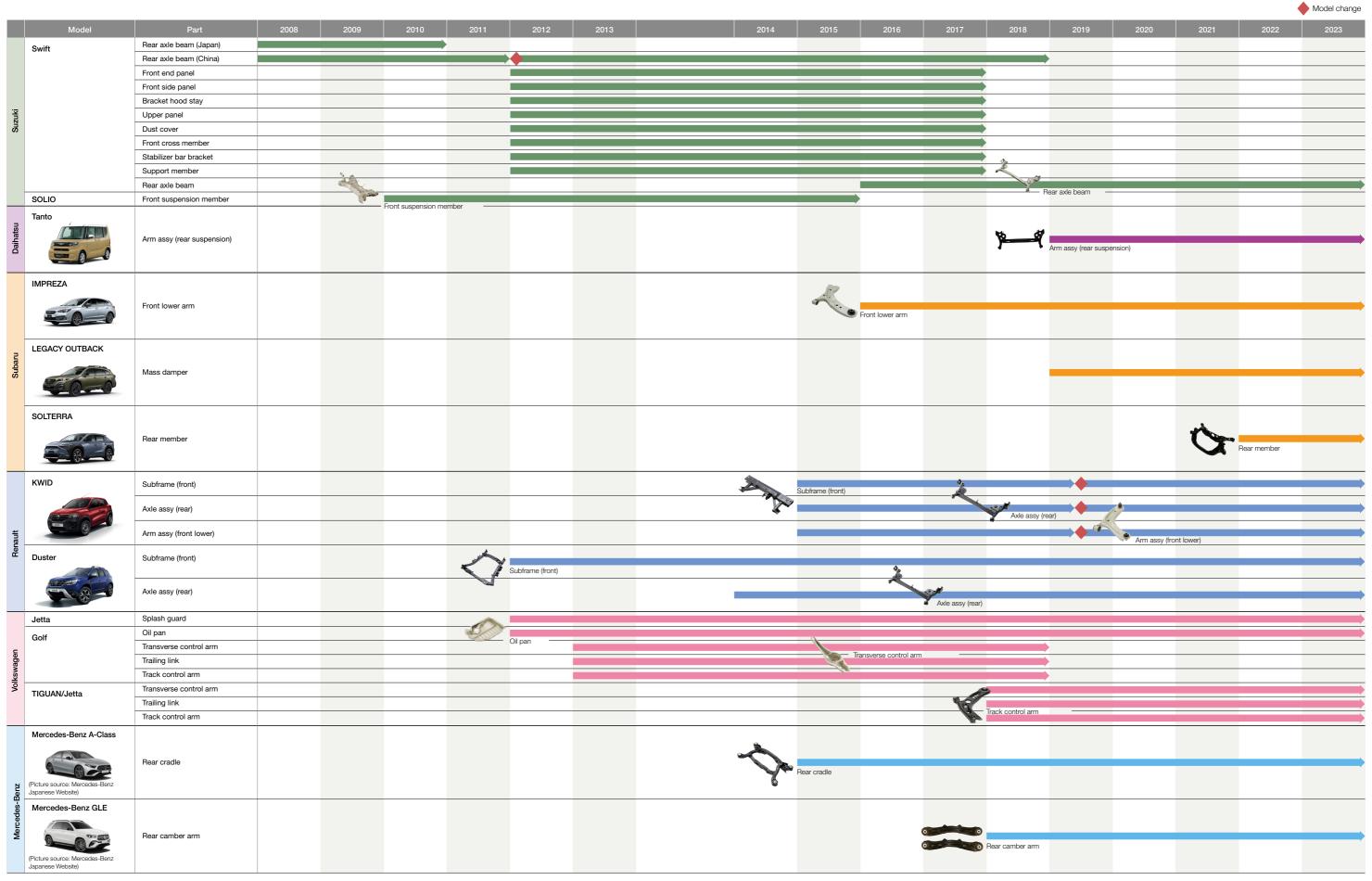
History of Yorozu's Parts for Nissan



History of Yorozu's Parts



History of Yorozu's Parts



ESG Management

Background of ESG Management

ESG management is a global framework based on the 2006 United Nation's Principles of Responsible Investment (PRI) aimed at institutional investors, emphasizing the importance of the three pillars of ESG (E: environmental, S: social, and G: governance) for companies to grow on a long term.

In other words, businesses are required to not only focus on short-term performance indicators (mainly financial data) but also on long-term indicators (non-financial information).

While the Company has made genuine efforts in addressing the various issues related to each of the E, S, and G pillars, we believe that it is of significant importance for future corporate management to create social values through ESG management activities, i.e., harmony with nature, employee engagement, and strong governance, and to help the stakeholders understand our value of existence. To this end, we position ESG management as a top priority in the medium-term business plan (YSP2023).

We expect that our ESG management efforts can also contribute to the SDGs (the Global Goals aiming for a sustainable and better world by 2030) adopted by the United Nations. It is important in ESG management to gain wider recognition from our stakeholders for our initiatives. For this purpose, we have been issuing an Integrated Report since 2019, which consolidates and enhances the contents previously disclosed on the Company's website and other media.

Particularly with respect to environmental issues, the Company endorses the TCFD recommendations (TCFD: Task Force on Climate-related Financial Disclosures to support companies that disclose information such as financial impact of risks and opportunities on business activities arising from climate change and specific actions) established by the Financial Stability Board (FSB) and led

by private organizations, and discloses information in line with the framework of international organizations that require the disclosure of information on the operational and financial impact from climate change.

Promotion of ESG Management

The Company is in the process of making reforms to become capable of responding to and surviving through major environmental changes with its medium-term business plan—Yorozu Sustainability Plan 2023 (YSP2023)—that kicked off in FY2021. Under the plan, top priority is placed on the various initiatives directed toward achieving a carbon-free society. The Company engages in ESG management focusing on earth-friendly monozukuri for E, healthy and engaging workplace for S, and highly transparent governance for G through effective measures, and aims to contribute to the realization of a sustainable society.

As for the environmental (E) aspect, the Yorozu Global Environmental Vision 2040 and Environmental Policy were established based on the Environmental Philosophy. Further, in terms of the social (S) aspect, the Company ensures that "health and productivity management" and "promotion of diversity," among other concepts, are shared across the entire Group.

<Example of S: Social> Health and Productivity Management

The Company's health and productivity management began with the "workstyle reform" in 2017, followed by the Declaration of Health and Productivity Management in October 2019, which marked a milestone for our efforts to create a healthy and engaging workplace.

As a result, the Company was certified as an Excellent Enterprise of Health and Productivity Management under the large enterprise category for two consecutive years from 2021. Additionally, in 2023, the certification extended

to the group companies which included six domestic sites as well as Yorozu Corporation. Going forward, all employees will work together in the promotion of health and productivity management.



ESG Management Contribute to achieving SDGs through ESG activities



<Our Commitment to E: Environmental>

Environmental Philosophy

We will appreciate the bounty of nature as we pursue growth in harmony with the natural environment.

Yorozu Global Environmental Vision 2040

The Yorozu Group is fully committed to taking actions to solve environmental issues with the aim of contributing to healthy and prosperous living for all people around the world.

- Climate change: Work to become carbon neutral by 2040
- Resource recycling: Make the most effective use of our limited resources for sustainable circulation

Our Approach to Realizing Carbon Neutrality

In the Yorozu Global Environmental Vision 2040, we

have set an ambitious goal of achieving carbon neutrality by 2040 and of reducing CO2 emissions by 50 percent from the 2013 levels by 2030, and are taking measures under the four core pillars: (1) energy-saving activities, (2) adoption



of renewable energy, (3) procurement of green energy, and (4) fuel conversion.

Response to TCFD

The Company announced its support for adoption of the TCFD (Task Force on Climate-related Financial Disclosures) recommendations in September 2021, and decided to disclose information on climate changerelated operations and activities.



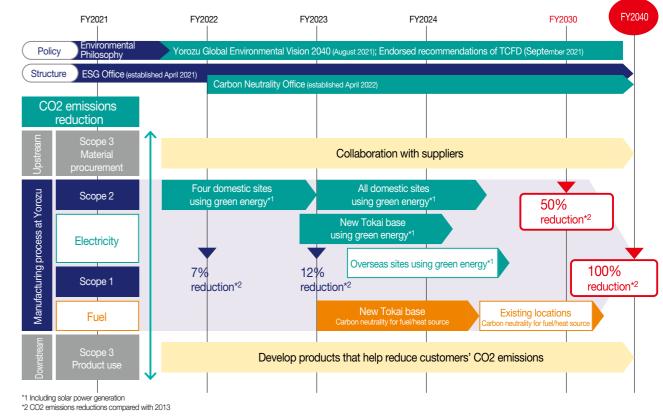
Coexistence with the Local Community

The Watarase-yusuichi (detention basin) in Oyama City where Yorozu Tochigi is located, is a wetland registered under the Ramsar Convention. The Company takes part in the city's Watarase-yusuichi conservation and

restoration program to remove alien and non-alien species that threaten the endangered native plants.

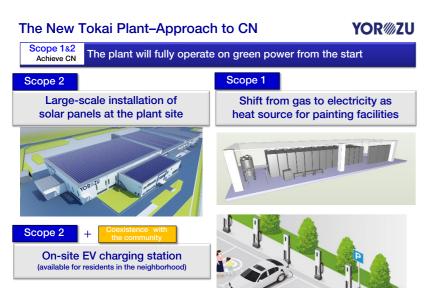


Roadmap to Carbon Neutrality



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An adjoining tennis court

Plan Overview

Amidst the global pursuit of carbon neutrality by 2050, Yorozu has set its own goal of becoming carbon neutral by 2040, ten years ahead of the global target, as announced in the medium-term business plan YSP2023.

The Company has so far actively pursued energy-saving activities aimed at reducing CO2 emissions through adoption of renewable energy to power the plants, among other measures. However, we came to realize that targeting low-carbon initiatives was not enough to achieve the goal of carbon neutrality and that we needed to reset the goal to "carbon-free." The new plant is now built upon the following commitments.

Commitment for the New Base

- (1) Factory operated on 100% renewable energy from on-site solar power generation and use of green energy
- (2) Factory lighting system using 100% LED lighting
- (3) Painting boilers powered by renewable energy
- (4) Canteen, shower facilities, air conditioning, etc. using 100% renewable energy
- (5) Barrier-free workplace incorporating universal design
- (6) Realization of a circular economy (CE)

Start of the Project

Construction of a new plant at the planned site in Wanouchi, Anpachi, Gifu Prefecture was determined at the Board of Directors meeting on February 9, 2022, resulting in the consolidation and transfer of the Group's company, Yorozu Aichi's production to the new plant.

The medium-term business plan, Yorozu Sustainability Plan 2023 (YSP2023) started in FY2021 with a mission to "maintain an appropriate level of production capacity" and "rebuild a strong gemba" (shop floor). A part of this mission was to revamp and reinforce our production base in the Tokai region to meet the requirements for competitive monozukuri (manufacturing). This was the purpose of building the new production site and integrating the existing production operations into the new plant.

In addition, the electricity used at the new plant will be sourced entirely from green power including power generated from the on-site solar system. In this way, we expect to eliminate CO2 emissions from the production process, and by working on further light-weighting technologies, the Company will be contributing to achieving carbon neutrality which is a social demand.



Start of Surveys

The Company conducted a survey on approximately 100 available properties—vacant facilities and developed land properties—based on information from the local authorities.

In selecting the candidate site for the new plant, we investigated the prospective properties in detail considering the convenience of access, availability of manpower, living conditions, other businesses in the area, etc.

2021

Acquiring the Candidate Site and Holding Briefings (From January to June 2022)

Wanouchi Town was the final candidate for reason of proximity to our major customers; only 1.6 km away from Anpachi Smart-IC (ETC-only interchange) on the Meishin Expressway (a 5-min. drive), 5.5 km from Gifu-Hashima Station on the Tokaido Shinkansen (a 15-min. drive), and 27 km from Yorozu Aichi (within commuting distance). The location was ideal in terms of transportation and distribution,

June 2022 A briefing session for local residents

thereby contributing to reducing CO2 emissions.

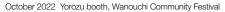
Also the facts that Wanouchi Town declared itself a "zero-carbon city" and that it was working on a "Clean-up Gifu Campaign—from the rivers to the sea" were other factors that resonated with the concept of the new plant with ESG management at its core.



June 2022 Signing ceremony for incentive agreement

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Yorozu executives and town officials pose for a photo to celebrate the day



Yorozu booth (Yo-yo balloon fishing)

Coexistence with the Community (Celebrating the Wanouchi Community Festival)

(October 2022)

As the first step toward coexistence with the local community, Chairman Akihiko Shido, Vice Chairman Ken Shido, President Tsutomu Hiranaka, and 15 other Yorozu staff joined in the Wanouchi Community Festival 2022 held on October 1 and 2. Moving forward, we will take part in more of these local events and provide valuable services to the community, which include provision of the second floor of our office as an open communication area. This space can also serve as a shelter in times of emergencies. There will even be a tennis court and EV

charging station that will offer power supply to local residents. We hope to deepen the good relationship with the community through these benefits and proactive hiring of local talent.

The Company will also seek collaboration with local businesses that will lead to revitalizing the local industry.

Announcement of the New Company Name

(October 2023)

The Company officially announced the consolidation of Yorozu Aichi's production into the new company under a new name, Yorozu Sustainable Manufacturing Center, Inc., effective April 1, 2024.

2023

Groundbreaking Ceremony (November 2022)

A groundbreaking ceremony was hosted by the construction company, Maeda Corporation, and was attended by 11 members of Yorozu, 10 guests including Wanouchi town officials, and 13 members from Maeda Corporation. Representatives of each party gathered at the construction site and took a first-hand look at the actual work progress.





Road to Building the New Tokai Base

Securing the Right Workforce 2023—A Year Dedicated to Event Hosting and Event Joining

As it was the first time in 50 years for the Group to build a new plant in Japan, when the project was determined in 2022, many of us felt as if we were diving into the unknown. The year 2023 started with a promotional and job offering event at the Aeon Mall Ogaki that lasted for 37 days from January 14. And on April 1, the Company took part in the Wanouchi Town Senbon-Zakura (Cherry Blossom) Festival. For this occasion, all function managers gathered at the construction site, held a kick-off meeting of the new preparation office to review the progress in FY2022, share the upcoming schedule and issues, and to mobilize and strengthen collaboration with the function groups.



On August 5, the Company exhibited a public relations booth at the Wanouchi Town Summer Night Festival, held for the first time in four years. Our staff worked eagerly, making nothing of the tropical heat, to draw the attention of the passers-by. Since then, applications for job openings have been coming in, and applicant interviews are in progress.

The annual Wanouchi Community Festival was another opportunity in 2023 that helped deepen our ties with the community. It was held on September 30 and October 1, and total 30 Yorozu volunteers joined in the publicity campaign at the recruitment booth over the two days.

While the construction was going on, the members of the new base were fighting against the scorching summer heat to remove the tall overgrown weeds (goldenrod) in the stretch of green around the building, which is an example of a lesser-known struggle.

The construction is making a steady progress toward the start of operation planned in January 2024.

Scenes from the construction in progress



















Image of the completed plan

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Yorozu (Group) Charter of Corporate Behavior

Definitions: 1. Yorozu (Collectively called "the company"): Yorozu group companies comprising Yorozu Corporation and its consolidated subsidiaries.

- 2. Directors and Employees refer to directors, auditors, executive officers, vice presidents, and employees under the individual company's employment regulation, together with personnel who have employment relationship with the individual company (including non-regular employees, contract workers, part time workers, temporary workers, etc.)
- 3. Stakeholders refer to stockholders, employees, customers, business partners, the local community, etc.

Application: Executives and employees of the Yorozu Group

Yorozu (Group) Charter of Corporate Behavior

●Basic Philosophy

Our basic philosophy at Yorozu is to engage in fair and transparent corporate activities based on high ethical standards and respect for the law. Grounded in this philosophy, we recognized the need to increase our corporate value by fulfilling our social responsibility as a good corporate citizen and earning the trust of our stakeholders, in addition to abiding by relevant laws and ordinances. Accordingly, we established the Yorozu Group Charter of Corporate Behavior.

1. Attaining Customer Satisfaction and Developing New Technologies

The company earns customer satisfaction and confidence by developing new technologies and offering beneficial and reliable products and services and by paying careful attention to safety.

2. Observance of Law and Regulation

The company respects the company rules, the laws and regulations of the countries where it does business, and will pursue the highest standard of ethical behavior in its business.

3. The Environment

The company places a high priority to the preservation of the natural environment, and by acting positively contributes to the betterment of quality of life in the world.

4. Globalization

The company respects the cultures and custom of all countries in which it operates, and seeks to enhance regional prosperity through Yorozu Group business activities.

5. Disclosure

The company values communication with its shareholders, other stakeholders and the public at large, and fulfills its duty to make full, fair and timely disclosure of corporate information.

6. Respect Human Right

The company respects human rights, abstains from discrimination on any basis, and from engaging in any form of harassment. And also respects each employee's individuality and creates work environments where all its employees can fully demonstrate their abilities and carry out their job with enthusiasm.

7. Fair Trade

The company recognizes that free and fair competition is a fundamental principle of the market economy and will engage in transactions by adhering to this principle.

8. Commitment by Executives

The executives of the company will take the lead in implementing and enforcing this Charter of Corporate Behavior, and should the event of a breach of this charter arise, will vigorously address violations by themselves for investigations of causes and prevention of recurrence. Also, will make the timely and accurate disclosure of information to the public and take disciplinary actions for the person involved (including themselves), defining the responsibility and authority of the person(s) in question.

Yorozu Code of Conduct

Directors and employees (collectively "we") must comply with all internal corporate rules and policies, all applicable laws, rules and regulations and conduct the business faithfully without causing conflicts of interest with the company. In addition, we must act responsibly by complying with social standards and engage in activities that contribute to society.

 Respect for Human Rights and Prohibition of Sexual Harassment etc.
 We will respect human rights and will not engage in any act of discrimination or sexual harassment.

2. Preservation and Protection of Environment

We will observe environmental laws and regulations of the national and local authorities, as good corporate citizens, and ensure that our business is conducted in an environmentally sustainable manner.

3. Establishing Equitable Relationship

We will maintain good relationship with all business partners in a fair and equitable manner, abide by all applicable laws, rules and regulations and conduct transactions based on appropriate conditions.

4. Prohibition of Insider Trading

We will maintain in secrecy non-public information of the company, its affiliates or customers that may influence the judgment of investors in the company or in such customers.

We will not sell or purchase any stock of the company or stock of such customers unless and until such information becomes public.

5. Proper Information Management

We will carefully manage confidential information of the company and information disclosed by third parties. In addition, we will not use the company's information system for any purpose other than that of company business.

6. Proper Company Assets Management

We will properly manage the company's assets and its intellectual properties, and will not infringe assets or the intellectual property rights of others.

7. Personal Information Management

We will hold any secret personal information as strictly confidential. We will neither divulge such information to any third party, nor use the same for any purpose other than that of the business of the company without the prior consent of the person(s) concerned.

8. Policy on Gifts and Entertainment

We will maintain and administer legal and generally acceptable standards with respect to gifts and entertainment.

9. Resolute Attitude Toward Anti-Social Activities

We will take a resolute attitude toward anti-social activities or organizations, and will not engage in any activity for their benefit.

10. Safet

(Safety at workplace) We fully recognize that safety is a matter of the highest priority and aim for zero-accident.

(Traffic safety) We will abide by traffic rules and drive safely with an awareness of being a member of automotive parts manufacturers at all times

Past and Present Presidents and Chairmen



Rokuro Shido President: April 1948 - June 1986 Chairman: June 1986 - June 1992



President: June 1986 - June 1998 Chairman: June 1998 - October 1999



Akihiko Shido President: June 1998 - June 2008 Chairman: June 2008 - Present



Kazumi Sato
President: June 2008 - June 2016
Vice Chairman: June 2016 - March 2020



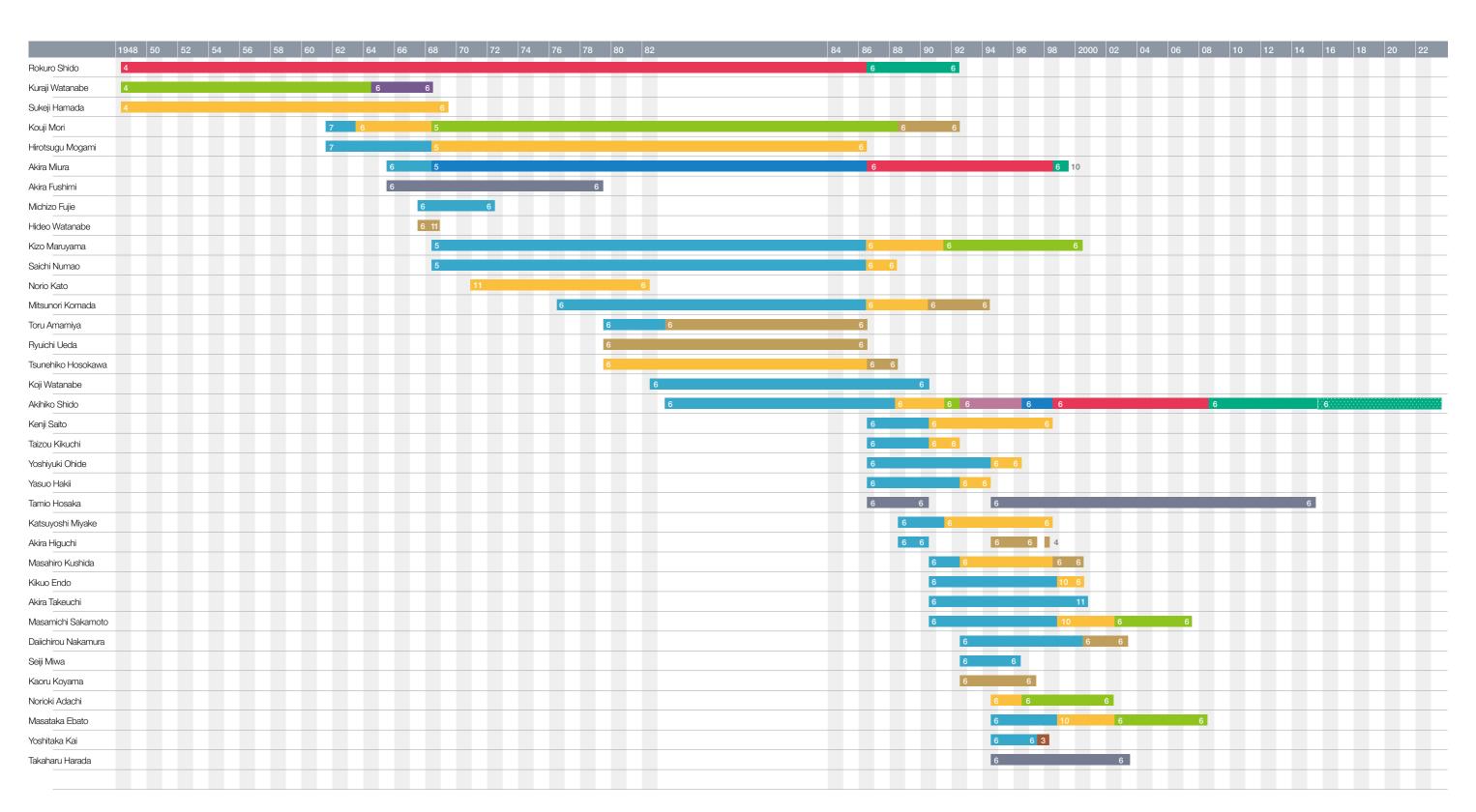
President: June 2016 - April 2021 Vice Chairman: April 2021 - Present



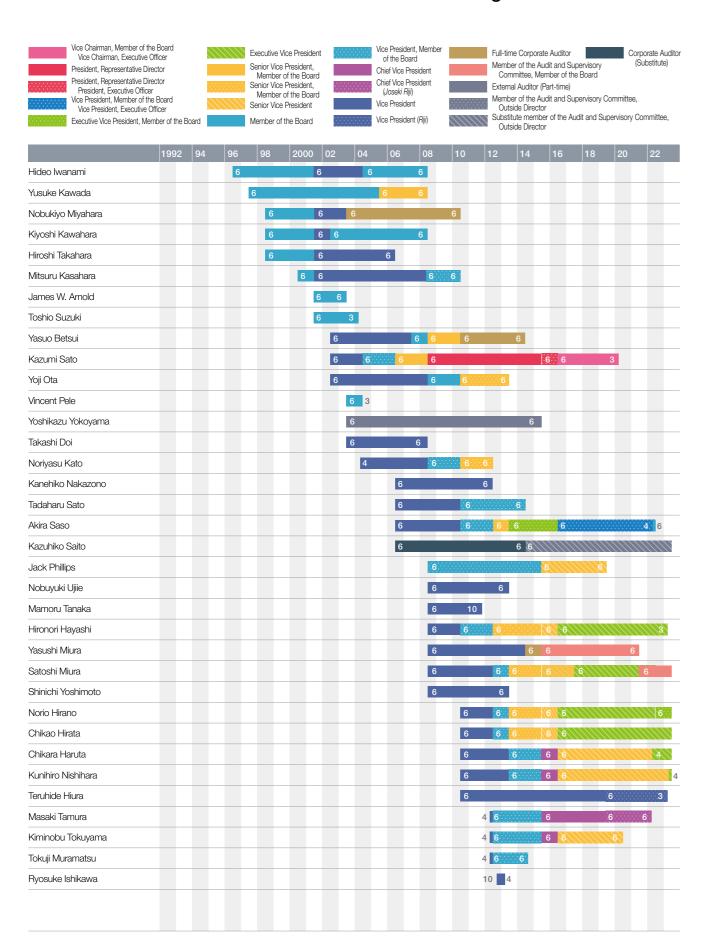
President: April 2021 - Present

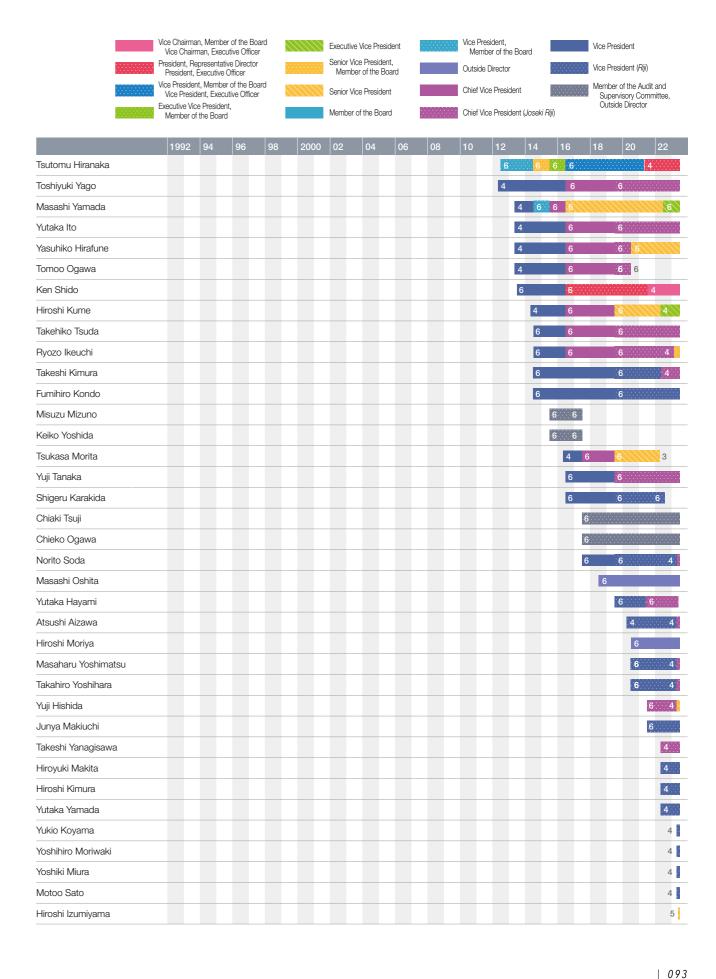
Past and Present Yorozu Executives/Officers and Length of Service



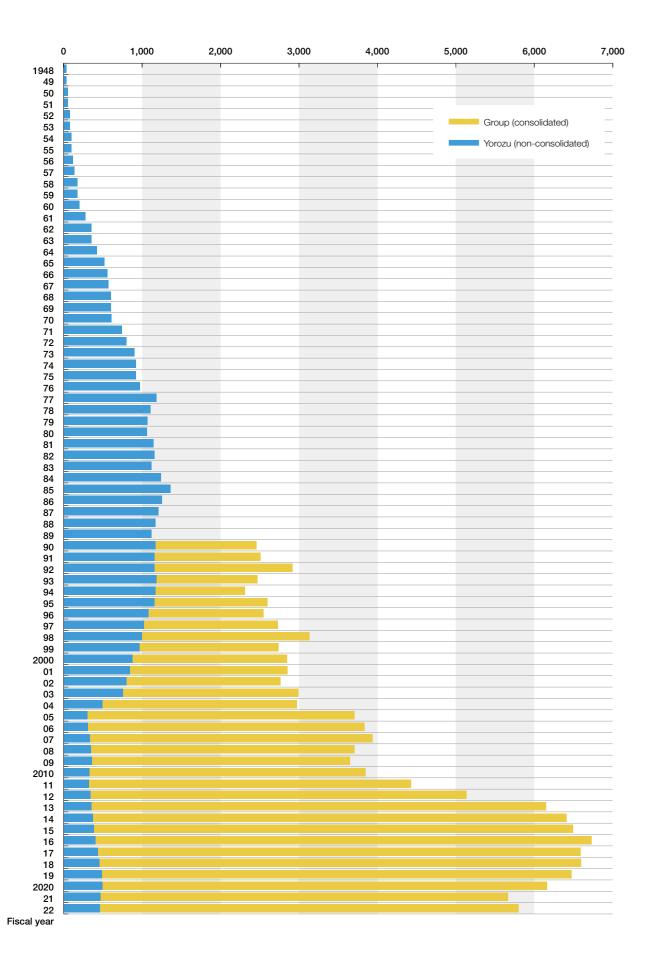


Past and Present Yorozu Executives/Officers and Length of Service

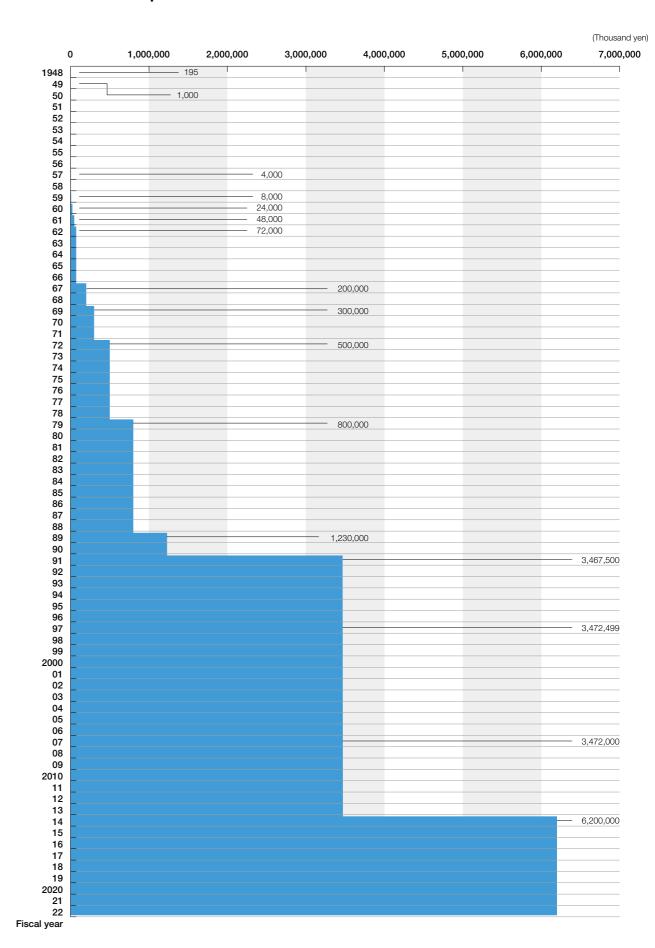




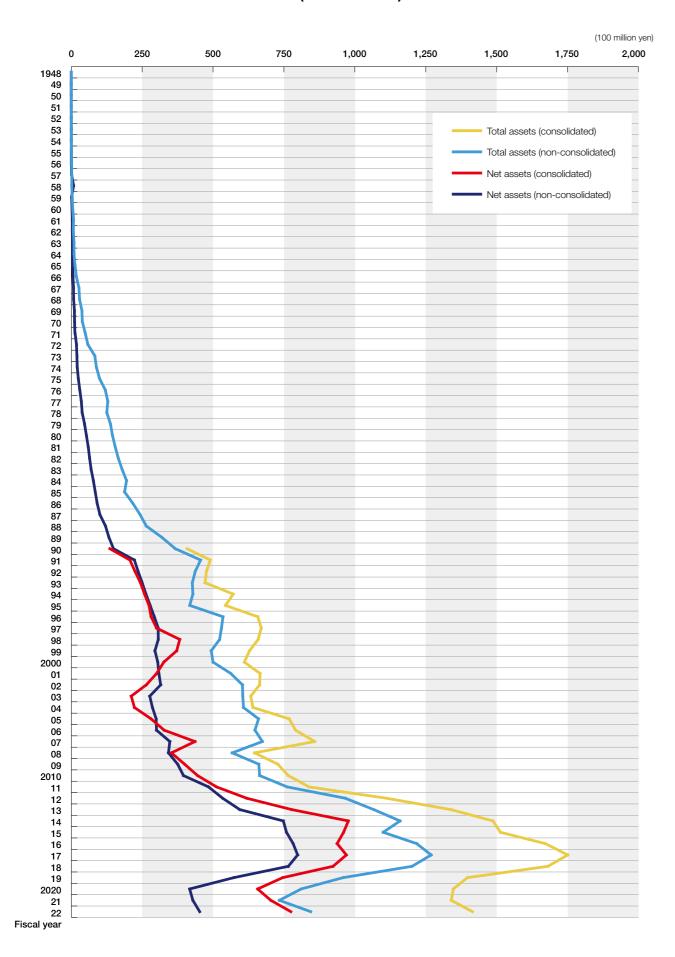
Shift in Employee Numbers



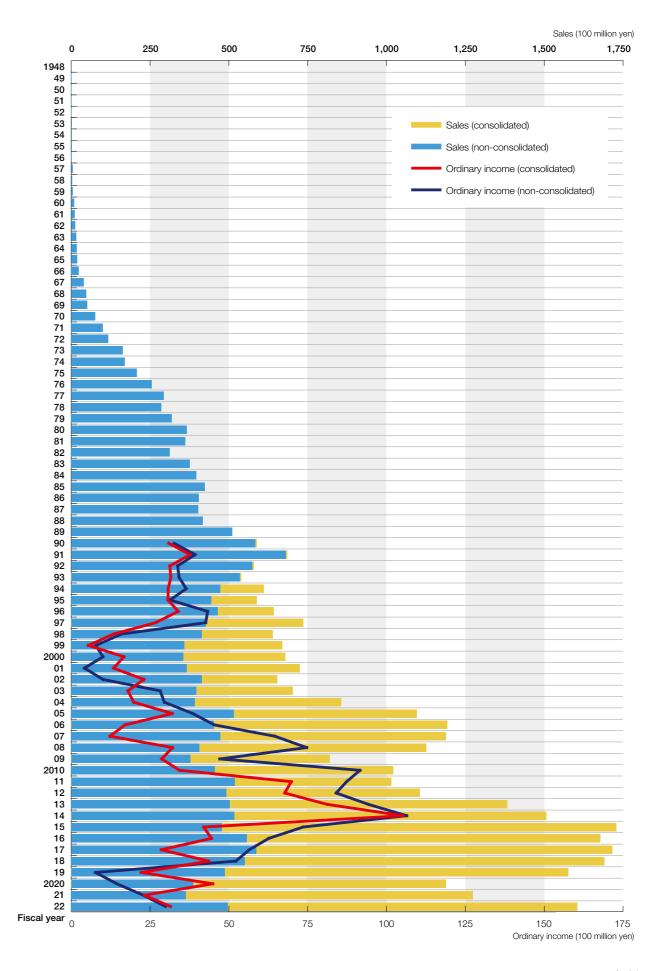
Shift in Paid-in Capital



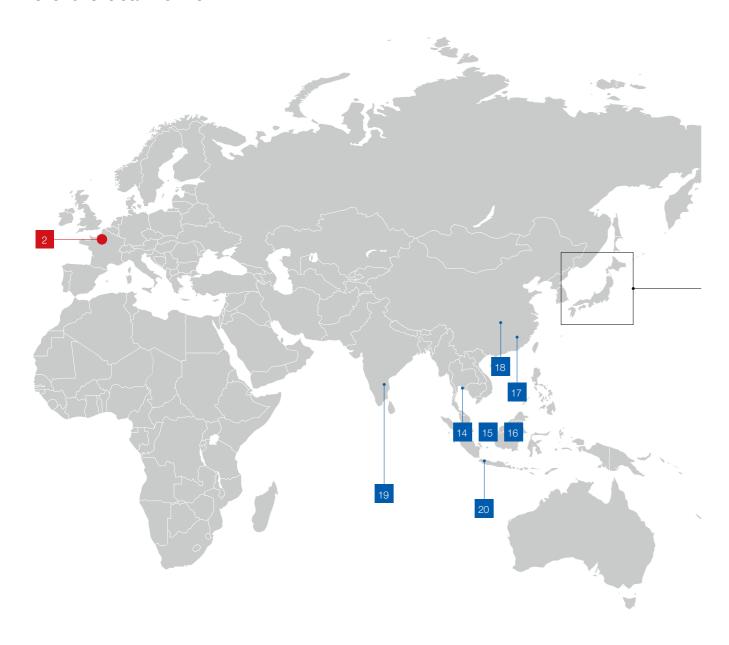
Shift in Total Assets and Net Worth (Net Assets)



Shift in Sales and Ordinary Income (Consolidated)

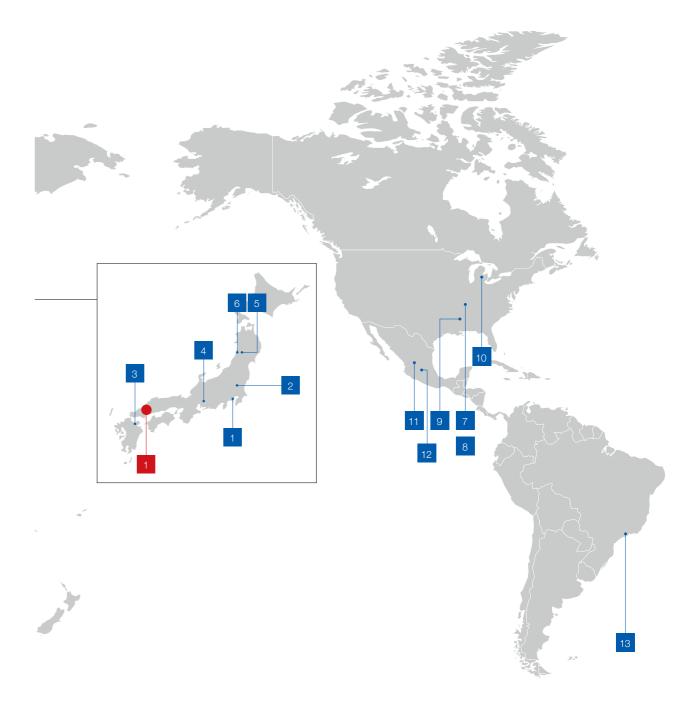


Yorozu Global Network



Japan and Overseas

	Name	Location	Capital or Investment Amount	Main Business	
Yorozu Corporation (Yokohama Headquarters) Yokohama, Kanagawa Prefecture 6,200 million Japanese yen aut		Development, design, and manufacture of auto parts, agricultural machinery parts, and production equipment			
	Yorozu Service Corporation	Yokohama, Kanagawa Prefecture	10 million Japanese yen	Insurance services, temporary staffing, and service contracting	
2	Yorozu Corporation (Yorozu Global Technical Center)	Oyama, Tochigi Prefecture	-	Development, design, and manufacture of auto parts, agricultural machinery parts, and production equipment	
	Yorozu Tochigi Corporation	Oyama, Tochigi Prefecture	100 million Japanese yen		
3	Yorozu Oita Corporation	Nakatsu, Oita Prefecture	100 million Japanese yen	Manufacture and sale of auto parts	
4	Yorozu Aichi Corporation	Nagoya, Aichi Prefecture	100 million Japanese yen	Wild idiabital of a id oddo of adito parto	
5	Shonai Yorozu Corporation	Tsuruoka, Yamagata Prefecture	100 million Japanese yen		
6	Yorozu Engineering Corporation	Mikawa, Higashi-Tagawa, Yamagata Prefecture	100 million Japanese yen	yen Manufacture and sale of dies and equipment	
7	Yorozu America Corporation Morrison, Tennessee, U.S.A. 192 million U.S. dollars A holding company in the U		A holding company in the U.S.A.		
8 Yorozu Automotive Tennessee, Inc. Morrison, Tennessee, U.S.A.		Morrison, Tennessee, U.S.A.	95 million U.S. dollars	Manufacture and adapt of subscripts	
9	Yorozu Automotive Alabama, Inc.	Jasper, Alabama, U.S.A.	100 million U.S. dollars	Manufacture and sale of auto parts	
10	Yorozu Automotive North America, Inc.	Battle Creek, Michigan, U.S.A.	ichigan, U.S.A. 20 million U.S. dollars Leasing of plant buildings		
11	Yorozu Mexicana S.A. de C.V.	San Francisco de los Romo, Aquascalientes, Mexico	754 million Mexican pesos	Manufacture and sale of auto parts	



	Name	Location	Capital or Investment Amount	Main Business
12	Yorozu Automotive Guanajuato de Mexico, S.A. de C.V.	Apaseo el Grande, Guanajuato, Mexico	1,853 million Mexican pesos	
13	Yorozu Automotiva do Brasil Ltda.	Resende, Rio de Janeiro, Brazil	250 million Brazilian real	Manufacture and sale of auto parts
14	Yorozu (Thailand) Co., Ltd.	Rayong, Thailand	1,800 million Thai baht	Iviai iuiacture ai iu sale or auto parts
15	Y-Ogura Automotive (Thailand) Co., Ltd.	Rayong, Thailand	1,383 million Thai baht	
16	Yorozu Engineering Systems (Thailand) Co., Ltd.	Rayong, Thailand	165 million Thai haht	Manufacture and sale of dies and equipment
17	Guangzhou Yorozu Bao Mit Automotive Co., Ltd.	Guangzhou, Guangdong, China	189 million Chinese yuan	
18	Wuhan Yorozu Bao Mit Automotive Co., Ltd.	Wuhan, Hubei, China	276 million Chinese yuan	Manufacture and sale of auto parts
19	Yorozu JBM Automotive Tamil Nadu Pvt. Ltd.	Tamil Nadu, India	4,000 million Indian rupees	iviai iuiaoture ai iu sale 01 auto parts
20	PT. Yorozu Automotive Indonesia	Karawang, West Java, Indonesia	770 billion Indonesian rupiah	

Sales Base

1	Hiroshima Office (closed in 2023)	Hiroshima, Hiroshima Prefecture	-	-
2	Europe Office	Velizy-Villacoublay, France	-	-

Yorozu Tochigi Corporation (YT)

Address	443 Yokokura Shinden, Oyama, Tochigi Prefecture
Capital	100 million Japanese yen
Shareholder	Yorozu: 100%
Representative Officers	Chairman: Chikao Hirata President: Ryuji Oikawa
Established	March 26, 2004
Employees	257 (as of June 30, 2023)
Site Area	64,603 m ²
Building Area	38,056 m ²
Main Business	Manufacture of auto parts and agricultural machine parts



Profile

YT is the core plant for domestic production and the Group's model plant for worldwide production.

History

- 1968 Start of partial operations (June)
- 1969 Completion of first stage construction (stamping, assembly) (December)
- 1971 Expansion of machine tools plant (September)
- 1979 Completion of the first cation coating plant (March)
- 1985 Installation of ceiling-mounted robot for the press line (world's first) (April)
- 1998 ISO9002/QS9000 certification acquired (February)
- 2002 ISO14001 certification acquired (April)
- 2004 Becomes independent as Yorozu Tochigi Corporation (YT) (March)
- 2009 Business with Hino Motors starts (February)

- 2011 Business with Toyoda Iron Works starts (April)
- 2018 IATF16949 certification acquired (April)
- 2018 Recognized as a company working on Ecology and Recycling by Oyama City (September)
- 2018 Business with Mitsubishi Motors starts (December)
- 2020 Purchasing Manager Award received from Kubota two years in a row (January)
- 2021 Mass production of DGE RR SUSP (complete tack welding and final assembly lines) starts (October)

Yorozu Oita Corporation (YO)

Address	255 Oaza Tajiri, Nakatsu, Oita Prefecture
Capital	100 million Japanese yen
Shareholder	Yorozu: 100%
Representative Officers	Chairman: Chikao Hirata President: Toru Sohara
Established	September 26, 2003
Employees	498 (as of June 30, 2023)
Site Area	94,148 m ²
Building Area	36,346 m ²
Main Business	Manufacture of auto parts



■ Profile

Production hub for western Japan

History

- 1977 Start of operations (January)
- 1981 Business with Toyo Kogyo (now Mazda) starts (October)
- 1995 Award for Advances in Safety Management received from the Director of the Oita Prefecture Labor Standards Bureau (July)
- 1997 ISO9001 certification acquired (January)
- 1998 QS9000 certification acquired (February)
- 2001 ISO14001 certification acquired (June)

- 2003 Yorozu Oita Corporation (YO) established (September)
- 2004 Business with Daihatsu Motor starts (October)
- 2005 ISO/TS16949 certification acquired (May)
- 2018 IATF16949 certification acquired (April)
- 2018 Completion of new stamping plant (October)
- 2021 Business with Hosei Brake Industry (Toyota Kyushu) starts (August)

Yorozu Aichi Corporation (YI)

Address	1-1304 Tochi, Minato-ku, Nagoya, Aichi Prefecture
Capital	100 million Japanese yen
Shareholder	Yorozu: 100%
Representative Officers	Chairman: Chikao Hirata President: Naoaki Ito
Established	August 4, 2005
Employees	177 (as of June 30, 2023)
Site Area	24,514 m ²
Building Area	15,638 m ²
Main Business	Auto parts and agricultural machine parts



Profile

YI was established to expand Yorozu's trading area and strengthen its sales structure in the Chubu region

History

- 2005 Company established (August)
- 2005 Start of operations (October)
- 2006 ISO14001 certification acquired (June)
- 2012 Business with Kubota starts (April)
- 2016 Recognized as Nagoya Excellent Eco-Business Company (February)
- 2016 Business with Toyoda Iron Works starts (June)
- 2016 Recognized as Aichi CO2 Reduction Manifesto Declaration Company (December)
- 2018 IATF16949 certification acquired (April)
- 2019 Business with Daihatsu Motor starts (June)
- 2022 Business with Toyota Motor starts (March)

Shonai Yorozu Corporation (SY)

Address	3-7-30 Takarada, Tsuruoka, Yamagata Prefecture
Capital	100 million Japanese yen
Shareholder	Yorozu: 100%
Representative Officers	Chairman: Chikao Hirata President: Satoshi Murakami
Established	June 9, 1970
Employees	124 (as of June 30, 2023)
Site Area	31,640 m ²
Building Area	18,426 m ²
Main Business	Manufacture of auto parts, etc.



■ Profile

SY has been actively expanding operations to become a production hub for northern Japan. Most of the vital safety parts and critical functional parts are handled at this factory.

History

- 1970 Established as Shonai Press Industry jointly with Sumitomo Corporation, Konma Seisakusho (now Konma Co., Ltd.), and Yorozu Automobile Works (Tune)
- 1973 Becomes a subsidiary of Yorozu Automobile Works and the business changes to manufacture of automobile parts
- 1977 The current plant building constructed
- 1989 Name changed to Shonai Yorozu Corporation (SY) (December)
- 1998 ISO9002 certification acquired; changes to ISO9001 in 2003
- 2002 ISO14001 certification acquired (April)

- 2016 SY becomes a wholly-owned subsidiary of Yorozu (October)
- 2018 IATF16949 certification acquired
- 2018 Business with Hosei Brake Industry starts
- 2019 Business with Shiroki Corporation (now Aisin Shiroki Corporation)
- 2020 Recognized as Disability Employment Excellent Company by Yamagata Prefecture
- 2022 Business with Toyota Boshoku starts (August)
- 2022 Registered as Tsuruoka SDGs Promotion Partner (December)

Yorozu Engineering Corporation (YE)

Address	207-1 Aza Togawara, Aoyama, Ooaza, Mikawa, Higashi- Tagawa, Yamagata Prefecture
Capital	100 million Japanese yen
Shareholder	Yorozu: 100%
Representative Officers	Chairman: Takeshi Yanagisawa Vice Chairman: Yukio Koyama President: Yasunobu Tamiya
Established	October 22, 1992
Employees	197 (as of June 30, 2023)
Site Area	33,218 m ²
Building Area	16,680 m ²
Main Business	Development, design, and manufacture of press dies and production equipment



■ Profile

YE develops and manufactures the dies and production equipment used by the Yorozu Group, and also sells outside the Group.

History

1992 Company established (October)

1997 Second factory expansion

1998 Start of design and manufacture of press dies after consolidation of Yorozu's machine tools department and SY's engineering center (September)

2001 Installation of AutoForm, a solution for stamping simulation and analysis

2002 ISO14001 certification acquired (April)

2002 Yorozu Engineering Systems (Thailand) Co., Ltd. (YEST) established (November)

2006 ISO9001 certification acquired (March)

2017 Third factory expansion

2022 Switches to green power (carbon free power) (November)

Yorozu Service Corporation (YS)

Address	3-7-60 Tarumachi, Kohoku-ku, Yokohama, Kanagawa Prefecture
Capital	10 million Japanese yen
Shareholder	Yorozu: 100%
Representative	Chairman: Chikao Hirata
Officers	President: Reiko Kudo
Established	December 15, 1976
Employees	107 (as of June 30, 2023)
Site Area	(Inside Yokohama Headquarters)
Building Area	(Inside Yokohama Headquarters)
Main Business	Insurance services, temporary staffing, and service contracting



Profile

YS is a P/C insurance agent, responsible for general contracts and group insurance, and also engages in employee welfare programs and elderly employment of the Group.

History

1976 Company established (December)

2000 License for Worker Dispatch Business acquired (October)

Yorozu America Corporation (YA)

395 Mountain View Industrial Drive, Morrison, TN 37357, U.S.A.
192,840,700 U.S. dollars
Yorozu: 100%
Chairman: Kunihiro Nishihara President: Hiroshi Kimura
July 18, 1997
2 (as of June 30, 2023)
_
_
General management of North American operations (sales, purchasing, development)



Profile

A company overseeing operations in North America

History

1997 Office established

2002 Sales and purchasing functions added

2005 Tennessee office opens

2008 Testing facility installed at YA-TN (August)

2012 Office in Detroit closed and moved to Tennessee

2022 All employees and operations of YA moved to YAT (January)

Yorozu Automotive Tennessee, Inc. (YAT)

Address	395 Mountain View Industrial Drive, Morrison, TN 37357, U.S.A.
Capital	95 million U.S. dollars
Shareholders YA: 85.01%, Sumitomo Corporation: 7.495%, Sumitomo Corporation of Americas: 7.495%	
Representative	Chairman: Kunihiro Nishihara
Officers	President: Hiroshi Kimura
Established	September 4, 1986
Employees	758 (as of June 30, 2023)
Site Area	242,280 m ²
Building Area	52,000 m ²
Main Business	General management of North American operations and manufacture of auto parts



Profile

First overseas expansion hub; supplying suspension parts to Toyota in the U.S. since May 2008

History

1986 Company established

1988 Start of operations

1989 Second building expansion

1990 Third building expansion

1996 Fourth building expansion; QS9000/ISO9001 certification acquired

2001 ISO14001 certification acquired

2002 Name changed to Yorozu Automotive Tennessee (YAT)

2012 Selected as Quality Award Finalist by Nissan USA

- 2012 Quality and Delivery Award received from Hino Motors USA
- 2016 Delivery of LWR-ARM for the Impreza starts (the first chassis parts delivered to Subaru) (November)
- 2017 First Jidoka (automated) line for the Odyssey begins operations in the U.S. and delivery of parts starts (April)
- 2022 Production of No.1 ARM for the 910B Lexus RX begins (October)
- 2022 Production of link parts for the 30A Honda Accord begins (November)
- 2022 Production of link parts for the T90 Honda Pilot begins (December)

Yorozu Automotive Alabama, Inc. (YAA)

3680 Whitehouse Road, Jasper, AL 35501, U.S.A
100 million U.S. dollars
YA: 93%, Sumitomo Corporation: 7%
Chairman: Kunihiro Nishihara
Vice Chairman: Hiroshi Kimura
President: Shuichiro Kawaguchi
October 2015
230 (as of June 30, 2023)
193,833 m ²
26,368 m ²
Manufacture of auto parts



Profile

Following the closure of YAM (Mississippi) and the suspension of YANA (Michigan), YAT became the efficient hub in the U.S., consolidating the production operations. Since the recovery of the U.S. economy from the recession, there has been a strong rebound in vehicle production volume. To mitigate the risk of relying solely on YAT and to adapt to the shift of automaker's production to the southern part of the U.S., YAA was established in Alabama in close proximity to customers' sites and started its operation in 2017. The primary objective of YAA is to become the world's leading suspension part factory.

History

- 2015 Company established (October)
- 2016 Start of building construction (February)
- 2017 3500t TF press starts operation (February)
- 2017 1200t BL press starts operation (May)
- 2017 Painting facility starts operation; delivery of parts starts (July)
- 2018 Opening ceremony held for YAA (March)
- 2018 Delivery of parts for Nissan Altima starts (August)
- 2018 Delivery of parts for the GL (SUV) to Daimler (now Mercedes-Benz Group)
- 2019 Delivery of parts for the Corolla to Toyota APMM starts (March)
- 2019 ISO9001 certification acquired (August)
- 2021 Toyota High Quality Award received (March)
- 2021 Delivery of parts for the Corolla Cross to Toyota APMM starts (March)
- 2021 Delivery of parts for the Frontier to Nissan Motor starts (July)
- 2021 ISO14001 certification acquired (September)
- 2022 Delivery of parts for the Pilot to Honda Motor starts (November)

Yorozu Automotive North America, Inc. (YANA)

Address	166 McQuiston Drive, Battle Creek, MI 49015, U.S.A.
Capital	20 million U.S. dollars
Shareholder	YA: 100%
Representative Officers	Chairman: Kunihiro Nishihara President: Hiroshi Kimura
Established	September 7, 2000
Employees	2 (as of June 30, 2023)
Site Area	70,000 m ²
Building Area	11,670 m ²
Main Business	Manufacture of auto parts



Profile

YANA mainly engaged in modular production for GM until 2009.

History

- 2000 Company established (September)
- 2000 Start of construction (November)
- 2002 Start of shipping (January)
- 2003 ISO14001 certification acquired (July)

- 2006 TS16949 certification acquired (November)
- 2008 Honda Delivery Award received (March)
- 2009 Production suspended and consolidated into YAT (December)
- 2014 Leasing of the building begins (October)

Yorozu Mexicana S.A. de C.V. (YMEX)

Address	Carr. Aguascalientes-Zacatecas KM.18.8 San Francisco de los Romo, Aguascalientes 20300, Mexico
Capital	754 million Mexican pesos
Shareholders	Yorozu: 89.4%, Metal One Group: 10.6%
Representative	Chairman: Kunihiro Nishihara
Officers	President: Fumihiro Kondo
Established	February 8, 1993
Employees	647 (as of June 30, 2023)
Site Area	200,000 m ²
Building Area	38,364 m ²
Main Business	Manufacture of auto parts



Drofilo

Mexico has emerged as a hub for the automotive industry, bolstered by NAFTA (North American Free Trade Agreement). The automotive sector has consistently demonstrated robust growth even after the transition to USMCA. Since YMEX's establishment in Aguascalientes, it has experienced continuous growth with the trust and high expectations of our customers in our high-quality products. Moving forward, the company remains committed to surpassing expectations by delivering exceptional products.

Histor

- 1993 Company established (February)
- 1994 Production of front and rear parts for the Tsuru (Sunny in the Japanese market) begins
- 1996 Production of front and rear parts for the first generation of the Sentra (Sunny in the Japanese market) begins
- 2001 QS9001 certification acquired
- 2002 ISO14001 certification acquired
- 2004 TS16949 certification acquired
- 2010 VDA6.3 certification acquired

- 2012 Delivery synchronized with Nissan Mexico line begins
- 2017 Expansion of assembly plant and paint shop
- 2017 Production of parts for the Infinity QX50 begins2018 IATF16949 certification acquired
- 2018 Production of parts for the Mercedes-Benz V177 begins
- 2022 Quality Award received from Nissan Mexico (for twelve years in a row)
- 2022 Quality Award received from Nissan North America (for the fourth time)

Yorozu Automotive Guanajuato de Mexico, S.A. de C.V. (YAGM)

Address	Av. Amistad #102 Parques Industriales Amistad Bajio, Apaseo
	el Grande, Guanajuato 38160, Mexico
Capital	1,853 million Mexican pesos
Shareholders	Yorozu: 94.36%, Metal One Corporation: 3.29%, YMEX: 2.35%
Representative	Chairman: Kunihiro Nishihara
Officers	Vice Chairman: Fumihiro Kondo
	President: Yuji Tanaka
Established	March 9, 2012
Employees	320 (as of June 30, 2023)
Site Area	70,384 m ²
Building Area	42,872 m ²
Main Business	Manufacture of auto parts



Profile

To meet the rapidly growing demand for vehicles in Mexico, the company actively seeks prospective customers and emerging business opportunities. Serving as the second plant in Mexico, the company counts numerous automakers among its valued customers, making contributions to the Mexican automotive industry.

History

- 2012 Company established (March)
- 2013 Business with Nissan Motor begins (October)
- 2014 Business with VW begins (January)
- 2014 Business with Honda Motor begins (February)
- 2014 Opening ceremony held for YAGM (April)

- 2014 Business with Mazda begins (October)
- 2015 ISO14001 certification acquired (September)
- 2017 Expansion of building (3500t TF and 1200t BL installed) (February)
- 2018 IATF16949 certification acquired (August)
- 2019 Business with Toyota Motor begins (February)

Yorozu Automotiva do Brasil Ltda. (YAB)

Address	Av. Nissan, 1500-C, Portao 06, Polo Industrial, Resende, RJ 27537-800, Brasil
Capital	250,900 thousand Brazilian real
Shareholder	Yorozu: 100%
Representative Officers	Chairman: Kunihiro Nishihara President: Junichi Tanaka
Established	September 12, 2012
Employees	246 (as of June 30, 2023)
Site Area	55,650 m ²
Building Area	19,164 m ²
Main Business	Manufacturing and sale of automotive suspension parts and related parts



Profile

Production hub in South America

History

2012 Company established (September)

2014 Production begins (October)

2015 Delivery of parts to Nissan Motor starts (February)

2015 Delivery of parts to Renault starts (July)

2017 Delivery of parts to Honda Motor starts (April)

2022 IATF16949 certification acquired (July)

2022 ISO14001 certification acquired (August)

Yorozu (Thailand) Co., Ltd. (YTC)

Eastern Seaboard Industrial Estate (Rayong), 58 Moo 4, T.Pluak Daeng, A.Pluak Daeng, Rayong 21140, Thailand
1,800 million Thai baht
Yorozu: 90%, Y-TEC Corporation: 10%
Chairman: Yasuhiko Hirafune President: Naoyuki Okumura
June 5, 1996
660 (as of June 30, 2023)
67,200 m ²
31,180 m ²
Manufacture of auto parts



Profile

Thailand, often referred to as Detroit of Asia, has established itself as a prominent hub for automobile production and export in Southeast Asia. In the country where Yorozu established its first base in Asia, YTC has been facing challenges such as the Covid-19 pandemic and the impact of insufficient semiconductor supply. However, the company is expected to gradually recover from the period of stagnant performance, leveraging its robust supply chain background.

History

1996 Company established (June)

1997 Delivery of parts to AAT (now Mazda), Isuzu Motors, and Nissan Motor starts

1998 ISO9001 certification acquired (December)

2000 Delivery of parts to Honda Motor starts

2001 Delivery of parts to Toyota Motor starts

2002 ISO14001 certification acquired (July)

2004 Delivery of parts to Hino Motors starts

2006 TS16949 certification acquired (November)

2009 Delivery of parts to Kubota starts (January)

2017 IATF16949 certification acquired (December)2018 Delivery of parts to Suzuki Motor starts (March)

Y-Ogura Automotive (Thailand) Co., Ltd. (Y-OAT)

Address	WHA Eastern Seaboard Industrial Estate 1, 999/3 Moo 2, Tambol Tasit, Amphur Pluakdaeng, Rayong 21140, Thailand
Capital	1,383 million Thai baht
Shareholders	Yorozu: 83%, Y-TEC Corporation: 10%
	YTC: 6%, Ogura Kinzoku: 1%
Representative	Chairman: Yasuhiko Hirafune
Officers	President: Naoyuki Okumura
Established	April 2, 2012
Employees	145 (as of June 30, 2023)
Site Area	53,000 m ²
Building Area	16,000 m ²
Main Business	Manufacture of auto parts



■ Profile

Positioned as the second plant in Thailand, Y-OAT mainly supplies single stamping parts to YTC.

History

2012 Company established (April)

2013 Production begins (June)

2017 ISO14001 certification acquired (May)

Yorozu Engineering Systems (Thailand) Co., Ltd. (YEST)

Address	Eastern Seaboard Industrial Estate (Rayong), 58 Moo 4, T.Pluak Daeng, A.Pluak Daeng, Rayong 21140, Thailand
Capital	65 million Thai baht
Shareholders	YTC: 57.7%, YE: 42.3%
Representative Officers	Chairman: Yasuhiko Hirafune President: Naoyuki Okumura
Established	November 22, 2002
Employees	109 (as of June 30, 2023)
Site Area	(Inside YTC)
Building Area	(Inside YTC)
Main Business	Manufacture of production equipment



Profile

YTC's machine tools department was reinforced to form an independent company, YEST, with the aim of developing a comprehensive production system for dies, jigs, and tools. YEST supplies dies and equipment to the Group's factories worldwide. Recently, it is also actively reaching out to external customers through sales activities.

■ History =

2002 Company established (November)

2010 ISO9001 certification acquired (February)

2014 Four machining centers installed as an investment in the first stage of expansion

2018 Four machining centers installed as an investment in the second stage of expansion

Guangzhou Yorozu Bao Mit Automotive Co., Ltd. (G-YBM)

Address	No.28 Dong Feng Road, Automotive City, Huadu, Guangzhou, Guangdong 510800, China
Capital	189 million Chinese yuan
Shareholders	Yorozu: 51%, Baosteel International Economic & Trading: 25%, Mitsui & Co., Ltd.: 24%
Representative	Chairman: Yasuhiko Hirafune
Officers	President: Akio Mochizuki
Established	November 4, 2003
Employees	423 (as of June 30, 2023)
Site Area	64,213 m ²
Building Area	27,405 m ²
Main Business	Stamping and assembly of automotive suspension parts and manufacture and sale of related parts



The first hub established to break into the Chinese market. G-YBM will become the mother plant for future expansion in China.

History

- 2003 Company established (November)
- 2005 Start of mass production; business with Dongfeng Nissan starts (March)
- 2005 Business with GAC Toyota Engine starts (September)
- 2006 Delivery of parts to multiple customers starts (September)
- 2006 TS16949 certification acquired (December)
- 2006 Start of second stage expansion (December)
- 2007 Business with Dongfeng Honda starts (March) 2007 ISO14001 certification acquired (October)

- 2008 Business with GAC Honda Automobile and Dongfeng Honda Engine starts
- 2010 Business with Zhengzhou Nissan starts (April)
- 2011 Business with GAC Toyota Motor starts (May)
- 2015 Completion of third stage expansion (July)
- 2017 (FY2016) NQA Award (China Region) received from Dongfeng Nissan for the second time (August)
- 2018 IATF16949 certification acquired (September)

Wuhan Yorozu Bao Mit Automotive Co., Ltd. (W-YBM)

Address	No.9 Quanli 2nd Road, Wuhan Economic & Technological Development Zone, Hubei 430056, China
Capital	276 million Chinese yuan
Shareholders	Yorozu: 51%, Baosteel Metal Co., Ltd.: 25%, Mitsui & Co., Ltd.: 24%
Representative Officers	Chairman: Yasuhiko Hirafune President: Hideaki Yasunaga
Established	July 19, 2010
Employees	414 (as of June 30, 2023)
Site Area	62,200 m ²
Building Area	37,577 m ²
Main Business	Stamping and assembly of automotive suspension parts and manufacture and sale of related parts



■ Profile

W-YBM President's Policy is to create a safe and healthy workplace while assuring all products' quality with a competitive price and on-time delivery that conforms to our customers' demands.

History

- 2010 Company established (July)
- 2011 Groundbreaking ceremony held for W-YBM (September)
- 2011 Start of operations; business with Dongfeng Nissan and Zhengzhou Nissan starts (November)
- 2012 Business with Dongfeng Honda starts (February)
- 2012 Opening ceremony held for W-YBM; YPW kicked off (March)
- 2013 TS16949 certification acquired (November)
- 2014 Excellence at Operational Logistics Award received from Nissan China (March)
- 2014 ISO14001 certification acquired (June)
- 2015 Excellence at Operational Logistics Award received from Nissan China (March)
- 2015 Supplier Quality Excellence Award received from Dongfeng Honda (December)

- 2016 (FY2015) Excellent Supplier Award received from Zhengzhou Nissan (January)
- 2018 (FY2017) Excellent Supplier Delivery Award received from Zhengzhou Nissan (January)
- 2018 IATF16949 certification acquired (August)
- 2019 Business Transition Cooperation Award and Excellent On-Time Delivery Award received from Nissan China (April)
- 2020 Special Contribution Award received from Nissan China (August)
- 2021 (FY2020) Best Logistics Contribution Award received from NCIC (March)
- 2022 (FY2021) Excellent Delivery Award for the fiscal year received from Zhengzhou
- 2022 (FY2021) Engineering Cooperation Award received from NCIC (March)

Yorozu JBM Automotive Tamil Nadu Pvt. Ltd. (YJAT)

Address	Plot No: B5, B6, SIPCOT Industrial Park, Phase-II, Vengadu, Sriperumbudur Taluk, Kancheepuram, Tamil Nadu 602105, India
Capital	4,000 million Indian rupees
Shareholders	Yorozu: 97.50%, JBM: 2.50%
Representative Officers	Chairman: Yasuhiko Hirafune President: Hidetoshi Nakasato
Established	February 10, 2011
Employees	299 (as of June 30, 2023)
Site Area	55,615 m ²
Building Area	17,601 m ²
Main Business	Manufacture and sale of automotive parts



Manufacture and sale of auto parts

History -

- 2010 Company established (December)
- 2011 Start of operations and delivery of Renault Nissan parts (February)
- 2013 TS16949 certification acquired (August)
- 2013 ISO14001 certification acquired (December)
- 2016 Business with Toyota Kirloskar Motor (TKM) and Aisin Automotive Karnataka (AKL) starts (April)
- 2017 Business with Honda Cars India (HCIL) starts (January)
- 2018 Business with Ford starts (April)
- 2018 IATF16949 certification acquired (August)
- 2019 Business with Renault China through eGT New Energy Automotive starts (May)
- 2022 Business with JBM Ogihara Automotive India (JOAI) starts (July)

PT. Yorozu Automotive Indonesia (YAI)

Address	Kawasan Industri Mitra Karawang JI.Mitra Barat III Blok L6,7,8 Desa Parungmulya - Kecamatan Ciampel Kabupaten
	Karawang, Jawa Barat 41361, Indonesia
Capital	770 billion Indonesian rupiah
Shareholder	Yorozu: 100%
Representative	Chairman: Yasuhiko Hirafune
Officers	President: Kenji Saito
Established	January 2012
Employees	176 (as of June 30, 2023)
Site Area	72,000 m ²
Building Area	19,322 m ²
Main Business	Manufacture of auto parts



YAI was established with the expectation for Indonesia to become the second-largest automotive market in the ASEAN region after Thailand, as supported by the participation of major automakers, the country's large population, and market scale.

History

- 2012 Company established (January)
- 2012 Start of plant construction (May)
- 2013 Closure of Jakarta office; start of operations at Karawang office (March)
- 2013 Business with PT. Nissan Motor Indonesia starts (August)
- 2013 Business with PT. Honda Prospect Motor starts (September)
- 2013 Business with PT. Suzuki Indomobil Motor starts (September)
- 2014 Opening ceremony held (February)
- 2016 ISO14001 certification acquired (October)

- 2016 IATF16949 certification acquired (October)
- 2017 Business with PT. Fuji Seat Indonesia starts (May)
- 2017 Business with PT. Kubota Indonesia starts (August)
- 2019 Business with PT. Hiruta Kogyo Indonesia starts (January)
- 2019 Business with PT. Miwa Asalta Manufacturing starts (January)
- 2020 Business with PT. Mitsubishi Motor Krama Yudha Indonesia starts
- 2022 Business with PT. Toyota Motor Manufacturing Indonesia starts (November)

Year	Month Key Yorozu Events	Month Industry and General Events
1940	4 Shido Seisakusho Ltd. founded in Kamisueyoshi, Tsurumi-ku, Yokohama	1 Mitsumasa Yanai Cabinet formed
	Founder: Rokuro Shido	5 Toyo Kogyo completes prototype of a small passenger car
		9 Tripartite Pact signed by Japan, Germany, and Italy
		10 Corporate Accounting Regulation Ordinance and the Amendment to Wage Control Ordinance promulgated
1941		1 Council for Control of Key Industries established
		4 Rice-Rationing Book System adopted in Tokyo, Osaka, etc.
		4 Japanese-Soviet Neutrality Pact signed
		4 Tokyo Automobile Industries renamed Diesel Automobile Industry
		Use of gasoline for passenger cars totally banned Hideki Tojo Cabinet formed
		12 The Pacific War starts
1010		
1942		The first air raid on mainland Japan by the U.S. Army Air Force Hino Works separated from Diesel Automobile Industry to form Hino Heavy Industries
		11 Kanmon Undersea Tunnel completed
		12 Hitachi Central Research Laboratory develops its electron microscope
		*Crude iron production reaches pre-war peak at 4,256,000 tons.
1943	6 Shido Seisakusho purchases Yorozu Seisakusho, launching itself as Yorozu	8 Nissan Yoshiwara Plant established
	Seisakusho Corporation	10 Ordinance on Tosei-kaisha (Control Companies) promulgated
	President: Rokuro Shido	10 Munitions Companies Law promulgated
		12 Student mobilization starts; students leave for the war front
		*The strictest wartime controls are in place.
1944	9 Business with Mitsuike Corporation starts	Automobile manufacturers designated as munition companies
		6 Showa-shinzan (volcanic lava dome) emerges in Hokkaido
		Japanese Army completely defeated in the Battle of Saipan Kuniaki Koiso Cabinet formed
		Numeral Ordinance promulgated to mobilize school children and women to work in factories
		9 Nissan Motor Co., Ltd. (Nissan Jidosha) renamed Nissan Heavy Industries, Ltd.
		11 B29 bomber begins air raid over Tokyo
		12 Car manufacturers start evacuation taking machinery, materials, and parts to safer areas
1945	2 Factory evacuated in Mitsuke, Niigata	3 The Great Tokyo Air Raid (120,000 casualties)
	3 President Rokuro Shido responds to call for military service	4 Kantaro Suzuki Cabinet formed
	8 End of war temporarily halts operations	8 Atomic bombing of Hiroshima (Aug. 6) and Nagasaki (Aug. 9)
		8 The Pacific War ends
		Naruhiko Higashikuni Cabinet formed The occupation forces take over Nissan Heavy Industries Yokohama Plant
		GHQ approves the production of trucks
		11 GHQ orders the dismantling of the zaibatsu conglomerates (financial clique)
		11 Automobile Association established
		12 Nissan Heavy Industries designated a restricted company due to its zaibatsu affiliation
		Automobile (New Vehicle) Allocation Control Guidelines implemented Automobile Manufacturers Industry Association established
		12 Automobile Manufacturers industry Association established 12 Trade Union Law promulgated
1010		, ,
1946	 Manufacture and sales of toys, farming equipment, woodworking machinery, etc. start in Mitsuke, Niigata 	GHQ orders expulsion of militarists from public office Nissan Heavy Industries moves its headquarters from Nihombashi to Yokohama
	oto. Start il i Mitouro, i Migata	Automotive Manufacturing Industries Law abolished
		2 Emergency Financial Measure Ordinance and Ordinance on Depositing of Bank of Japan Notes promulgated
		4 Japan Association of Corporate Executives (Keizai Doyukai) established
		5 Shigeru Yoshida Cabinet formed
		6 Automobile Business Association of Japan established 7. First pact was Date untrick rolls off the line at Nicean House lady attack Packings Block
		 First post-war Datsun truck rolls off the line at Nissan Heavy Industries Yoshiwara Plant Honda R&D Co. established in Hamamatsu
		11 The Constitution of Japan is promulgated
		*The year is hit by an unprecedented outbreak of epidemic typhus.
1947	Plant site acquired in Ichiba-cho, Tsurumi-ku, Yokohama	GHQ orders a ban of general strikes
	12 New plant constructed (660 m²); automobile-related service and repair shop opens	
	12 Shearing machine installed	4 Labor Standards Law promulgated (enforced Sept. 1)
	12 Manufacture and sales of gussets for steel frame construction begins	4 Antimonopoly Act promulgated (enforced July 20)
		5 The Constitution of Japan comes into effect
		Tetsu Katayama Cabinet formed GHQ approves annual production of 300 units of small passenger cars
		First post-war Datsun passenger car rolls off the line at Nissan Heavy Industries Yoshiwara Plant
		9 Typhoon Kathleen causes disastrous flooding in Kanto region
		*The first baby boom year
1948	4 Yorozu Automobile Works established with a capital of 0.195 million yen	Nissan Heavy Industries targeted by Law for Elimination of Excessive Concentration of Economic Power
	4 Business with Tokyo Kosoku Kikan Kogyo, Hokushin Chemical Industry, and	3 Hitoshi Ashida Cabinet formed
	Teikoku Jidosha Kogyo starts	3 All Japan Automobile Workers' Union formed
	10 Capital increased to 1 million yen	4 Automotive Industrial Association and Auto Parts Industries Association established
	10 Business with Hosoda Kikai Kogyo starts	4 Japan Small Vehicle Industrial Association established
		5 Nissan Heavy Industries completes test production of new 860-cc Datsun Deluxe Sedan

Year	Month Key Yorozu Events	Month	Industry and General Events
	Monar Rey lorozu Events		
1948			Government announces 10 economic stability principles recommended by GHQ
			National Holidays Act promulgated Democratic People's Republic of Korea established
			Honda Motor Company established
			GHQ proclaims three principles of corporate rationalization
			GHQ proclaims nine principles for economic stabilization
			*A widespread outbreak of Japanese encephalitis occurs.
1949	4 Business with Yokoshiba Denki starts	4	Small-size passenger cars, three-wheeled passenger cars, etc., subjected to excise taxes
	4 Yorozu develops innovative pipe bender for exhaust pipe manufacturing;		Ministry of International Trade and Industry (MITI) established
	production of exhaust pipes for the Model 180 trucks leads to business with	6	Japanese Industrial Standards (JIS) established
	Nissan Heavy Industries	6	Nissan Heavy Industries completes test production of Datsun passenger car for export
	11 Yorozu manufactures its own 500t hydraulic press		Diesel Motor Industry changes its name to Isuzu Motors Limited
			Nissan Heavy Industries changes its name to Nissan Motor Company
			People's Republic of China established Hideki Yukawa awarded the Nobel Prize in Physics
		- 11	"Implementation of the Dodge Line calls for a recession while putting an end to post-war hyperinflation.
1050			
1950	 Yorozu switches from automotive service and repair business to parts manufacturing Yorozu begins full-scale supply of parts to Nissan 		Civil import trade re-authorized Japan Iron & Steel splits into Yawata Iron & Steel and Fuji Iron & Steel
	7 150t power press installed		Toyota Motor Sales Company established
	Business with Kochiwa Seisakusho starts		Official price system abolished for ordinary motor vehicles
	8 Yorozu succeeds in manufacturing a 300t hydraulic press		Asset Revaluation Law promulgated
	8 Orders received for napalm bomb casings; the 500t press is used	5	Minsei Diesel Industries (now UD Trucks) formed
	8 Orders received for exhaust pipes for GMC U.S. Military trucks		Korean War begins
		7	General Council of Trade Unions of Japan (JCTU) formed
			Fuji Precision Industries established
			Red Purge spreads throughout industries via mass media
			Automobile tax established For Nissan, designation as a restricted company lifted
			National Police Reserve Order established
1951	4 Factory area expanded by 415.8 m ²	2	Collateral funding assistance provided to Nissan, Toyota, and Isuzu
1931	Business with Minsei Diesel Industries (now UD Trucks) starts		GHQ transfers its administrative authority over oil to the Japanese government; passenger car oil restrictions eased
	Business with Shin Nikkoku Kogyo (now Nissan Shatai) starts		Japan National Railways (JNR) Sakuragicho train fire occurs, resulting in the loss of 106 lives
	4 Two spot welding machines installed (No. 1 and 2)		Japan allowed to join the World Health Organization (WHO)
	6 Business with Nihon Nainenki Seizo (now Nissan Kohki) starts	6	Japan allowed to join the International Labour Organization (ILO)
		6	Automobile Registration Ordinance and Automobile Road Traffic Sign Ordinance promulgated
			Commercial radio broadcasting begins
			Treaty of Peace with Japan signed in San Francisco
			Japan-U.S. Security Treaty signed Hatsudoki Seizo changes its name to Daihatsu Motor Company
		12	*Dysentery epidemic breaks out. For the first time in history, tuberculosis becomes the second leading cause of death
			after cerebrovascular diseases.
1952	4 Business with Komatsu starts	4	San Francisco Peace Treaty and Japan-U.S. Security Treaty come into effect; GHQ abolished
	4 Factory area expanded		Bloody May Day occurs at the Imperial Palace plaza
	6 200t and 120t presses installed	6	Japan-China trade agreement concluded
	10 Yorozu receives orders for three boarding ramps from Japan Airlines	8	Japan joins International Monetary Fund (IMF)
			MITI establishes "Guidelines for Passenger Vehicle-related Cooperation and Assembly Agreements"
			Tama Electric Car changes its name to Prince Motor Company
		12	Nissan signs a technical cooperation agreement with U.K. Austin Motor to manufacture domestic version of A40 passenger car
1050	2. Versary applies on annual colon of EQ 07 35	^	
1953	Yorozu achieves annual sales of 58.37 million yen Factory area expanded		NHK's TV broadcasting begins Hino Diesel and France's Renault S.A. sign a technical assistance agreement on assembly and manufacture of
	Business with Honda starts	2	Renault 4CV passenger car
	Yorozu begins direct supply of parts to Fuji Jidousha	3	Joseph Stalin, leader of the Soviet Union, dies
	4 Business with Nihon Radiator (now Marelli) starts		Japan-U.S. Treaty of Friendship, Commerce and Navigation signed
	4 Business with NSK starts		Fuji Heavy Industries established
	8 300t and 100t presses installed	7	Road Improvement and Management Financing Temporary Measures Law promulgated (gasoline tax earmarked for
			road improvement and management)
			Korean War Armistice Agreement signed
			Nippon Television Holdings officially begins broadcasting as the first commercial TV broadcaster Amendment to Antimonopoly Act promulgated, allowing recession and rationalization cartels
			Japan provisionally allowed to join the GATT at the 8th session of the Contracting Parties to the GATT
			Shin-Mitsubishi Heavy Industries completes the first post-war transfer machine
			*Japan experiences the worst harvest since 1934. TVs begin to gain popularity on the streets and in storefronts.
1954	3 Annual sales exceed 100 million yen	1	Japan granted the most-favored-nation status by the 21 GATT member countries
	An employee benefits association, Shinwakai, established		Daigo Fukuryu Maru, a tuna fishing boat, exposed to and contaminated by nuclear fallout
	4 Yorozu establishes Toyo Fittings Co. (sold in 1959)		Japan-U.S. Mutual Defense Assistance Agreement signed
	5 Yorozu joins the Nissan Takarakai, a cooperative business association	4	Automakers announce price cut for small passenger cars following the amendment to the Excise Tax Law
			Fuji Precision Industries absorbs Prince Motor
		4	First All-Japan Motor Show held in Hibiya Park, Tokyo
			All-Japan Congress of Trade Unions formed Suzuki Loom Manufacturing changes its name to Suzuki Jidosha Kogyo

54	Month Key Yorozu Events	Month	Industry and General Events
34			
			Japan Defense Agency and Self-Defense Forces established Selkan Liaison Ship Toya Maru disaster (1,155 dead or missing)
			Nissan successfully launches the new Datsun vehicle at its Yoshiwara Plant
			Ichiro Hatoyama Cabinet formed
			Nissan successfully launches the first Austin A50
		12	*Foreign exchange balance shifts to a surplus from June onward. Electric washing machines spread rapidly.
55	5 First spot welding machine installed	2	Japan Productivity Center established
33	Large order of spring brackets for Nissan 480-type trucks received (No. VA1)		Japan-China Private Trade Agreement signed
	8 AC arc welding machines installed		The 1st Japan International Trade Fair held in Tokyo
			Suzuki Jidosha Kogyo announces its lightweight Suzulight car
			Japan officially joins the GATT
		6	Nissan Minsei Diesel Sales established as a 50-50 joint venture between Nissan and Minsei Diesel Industries
		7	Automobile Accident Compensation Law established (start of mandatory insurance system)
		8	The 1st World Conference Against Atomic and Hydrogen Bombs held in Hiroshima
		11	Japan-U.S. Atomic Energy Agreement signed in Washington
			* An economic rise "Jinmu boom" begins in the latter half of the year. Export of vessels grows significantly. To shibation of the year is a significant of the year of the second of the year is a significant of the year.
			initiates the sales of electric rice cookers, marking the dawn of the home electrification era.
56	4 Focus turns to taking quality control measures	1	The 1st meeting of Atomic Energy Commission
	Press and die departments strengthened	3	Road Improvement and Management Special Measures Law promulgated (basic law on toll roads)
	5 Two-story office building erected at Tsurumi Plant	4	Light oil transaction tax established
		5	Japanese expedition makes first ascent of Mt. Manaslu
		5	Science and Technology Agency established
		5	MITI drafts a long-term plan for automobiles
		7	thm:conomic Planning Agency releases Economic White Paper; the phrase "no longer post-war era" prevails nation where the property of the property of the phrase post-war era. The property of the phrase property of the phrase post-war era, and the property of the phrase post-war era, and the phrase
			Inauguration of Atomic Fuel Corporation
		8	Nissan successfully launches the first Nissan Junior
		8	Nissan produces an Austin vehicle completely made in Japan
			Toyota announces its first prototype of completely Japanese-made vehicle
			Antarctic preliminary research expedition departs on the observation ship Soya
			UN General Assembly approves Japan's accession to the UN
		12	Tanzan Ishibashi Cabinet formed
			*Japan becomes the world's largest shipbuilder at 1.75 million tons. Calder Hall nuclear reactor enters operation in the l
57	1 Capital increased to 4 million yen	1	Showa Base established in Antarctica
	3 Annual sales top 250 million yen	2	Nobusuke Kishi Cabinet formed
	4 Forty new employees hired from Yamagata Prefecture	3	Toyota releases its first DA60 (5-ton) diesel truck
	4 Glossary of Metal Stamping Terminology published		Japanese Cabinet decides to promote the purchase of domestically produced vehicles
	6 200t crank press installed		National Expressway Law promulgated
	6 75t crank press installed		Minsei Diesel Industries completes the first Japanese-made air suspension bus
	8 Summer holidays implemented for the first time		At Japan Atomic Energy Research Institute, the first nuclear reactor JRR-1 reaches first criticality
	10 500t double crank press broaching machine (No. 1) installed		Japan elected as a non-permanent member of the UN Security Council
	11 Five-year plan for plant restructuring announced; plans drawn up for new plant construction		Soviet Union successfully launches Sputnik 1 satellite
	11 Yorozu plant receives Kanagawa governor's award for excellence		Isuzu completes its production lines for the 100% Japanese Hillman Minx
			Nissan launches Datsun's new 210 and 220 models
		12	Treaty of Commerce signed between Japan and the Soviet Union "Pot-bottom recession begins. Terms like "kamikaze taxi" and "yoromeki" catch attention.
58	3 Annual sales top 450 million yen		The U.S. successfully launches the Explorer 1 satellite
	4 Ceremony marking Yorozu's 10th anniversary held; corporate flag created	3	Fuji Heavy Industries launches the Subaru 360 kei (lightweight four-wheeled) passenger car based on the
	4 Site for new plant (19,350 m²) secured in an industrial park in Tarumachi,	0	Kokuminsha (People's Car) Concept
	Kohoku-ku, Yokohama		Kanmon National Highway Tunnel opens
	6 Radial drilling machine (No. 1) installed		Khrushchev becomes Prime Minister of the Soviet Union Nissan concludes agreement for export of Datsun passenger cars to the U.S.
	12 450t crank press (No. 2) installed		Nissan concludes agreement for export of ballsun passenger cars to the U.S. Toyota ships 30 Crown passenger cars to the U.S.
			Arabian Oil Company concludes an oil field development agreement with the government of Kuwait
			Japan External Trade Organization (JETRO) established
			Automobile Industrial Association formed
			Kano River Typhoon causes extensive damage in Naka Izu region
			Negotiations begin to amend the Japan-U.S. Security Treaty
			Japan issues 10,000-yen banknote
			Tokyo Tower completion ceremony
59	4 Construction of a new plant begins in Tarumachi, Kohoku-ku, Yokohama		European Economic Community (EEC) formed
	9 Ise Bay typhoon causes the Tsurumi River to overflow, flooding the Tsurumi Plant		Marriage of Crown Prince Akihito
	10 Labor union formed		Nissan successfully launches the Nissan 680 truck
			Hino Diesel changes its name to Hino Motors Ltd.
	11 Horizontal boring machine installed in Yokohama Plant		Honda establishes American Honda Motors
	12 Capital increased to 8 million yen		
	12 Capital increased to 8 million yen 12 New plant completed in Tarumachi; partial relocation begins	7	Nissan announces the Bluebird 310
	12 Capital increased to 8 million yen	7 8	Toyota completes the first phase construction of its Motomachi Plant dedicated to the production of passenger careful construction of the production of the produc
	12 Capital increased to 8 million yen 12 New plant completed in Tarumachi; partial relocation begins	7 8 9	Toyota completes the first phase construction of its Motomachi Plant dedicated to the production of passenger ca Ministry of Finance implements the U.S. dollar exchange liberalization
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960	12 Capital increased to 8 million yen 12 New plant completed in Tarumachi; partial relocation begins	7 8 9 9 10 11 12	Toyota completes the first phase construction of its Motomachi Plant dedicated to the production of passenger of Ministry of Finance implements the U.S. dollar exchange liberalization Isewan Typhoon results in the loss of 5,041 lives Toyota announces the Crown Diesel—Japan's first diesel passenger car Demonstrators, in their struggle against ratification of the Security Treaty, storm into the National Diet building Repatriation of Koreans living in Japan to North Korea begins

Year	Month	Key Yorozu Events	Month	Industry and General Events
1960	3	Steel slat conveyor installed at Yokohama Plant	3	Isuzu announces the first diesel small-size truck
	6	Conveyor line for assembly-line production put in place	3	Mitsui Miike Coal Mine dispute begins
		Shot blasting machine installed at the Headquarters Plant		Hayato Ikeda Cabinet formed
		250t double crank press installed at the Headquarters Plant		Total engine displacement for small-size vehicles increased from 1,500 cc to 2,000 cc
		75kVA spot welding machine installed at the Headquarters Plant Quality Control Committee launched with 13 members	9	NHK, Nippon Television Holdings, etc. officially begin color broadcasting Nissan establishes Nissan Motor Corporation U.S.A. (NMC)
		Systematic introduction of quality control study sessions for production departments	10	Inejiro Asanuma, the Japan Socialist Party Leader, stabbed to death
			10	
				John F. Kennedy elected president of the U.S.
				Minsei Diesel Industries changes its name to Nissan Diesel Motor Co., Ltd. Cabinet approves Doubling National Income Plan
			12	*The buzzword of this year is the "three sacred treasures"—electric refrigerators, electric washing machines, and
				televisions.
1961	1	First issue of the QC Committee magazine "Yorozu"	1	Heavy snowfall paralyzes the coastal area along the Sea of Japan
	2	First QC roundtable discussion by Yorozu, Tsuchiya, Hashimoto, and Otsuka	2	Fuji Precision Industries changes its name to Prince Motor Company
		held at Yorozu		Fuji Heavy Industries launches the Subaru Sambar Truck
		Use of IBM's punch card system (PCS) begins		Hino announces the Contessa 900 passenger car and the Briska compact truck Partial amendment to the Excise Tax Law
	5	Employee health coverage switched to Kanagawa Prefecture Iron Manufacturers' Union Health Insurance		Trade deregulation carried out for finished trucks, buses, and motorcycles
	10	President Rokuro Shido takes part in a tour of the automotive industry in six		Soviet spacecraft Vostok 1 with Gagarin aboard successfully circumnavigates the globe
		countries, including the U.S. and European countries	8	East German government seals off the wall between East and West Berlin
	11	NHK features Yorozu as part of its "Face of Japan" TV program	9	JAL begins using jet aircrafts for domestic flights (between Tokyo and Sapporo)
				Organisation for Economic Co-operation and Development (OECD) formed
				Isuzu announces the new Bellel passenger car Toyo Kogyo completes test production of its first rotary engine
				*The leisure boom grows.
1962	2	Award for plant excellence received from the head of the Tokyo Bureau of	1	Shin Nikkoku Kogyo changes its name to Nissan Shatai Koki
		Trade and Industry		Japan-U.S. Mutual Tariff Reduction Agreement signed
	3	Dignitaries from India, Burma, Ceylon, and Israel take a plant tour during their		Successful launch of Friendship 7, the first manned satellite of the U.S.
	_	visit to Yokohama City		Passenger Vehicle Subcommittee established in MITI's Committee on Industry Structure Heavy Industry Task Force
		Capital increased to 72 million yen The 1st TWI in-house workshop held		Three-train crash occurs at Mikawashima Station on Joban Line, resulting in the loss of 160 lives Japan signs ECC Mutual Tariff Reduction Agreement
		Yorozu's pallet and metal mesh frame on display at Transportation and Cargo		Miyakejima erupts for the first time in 22 years
		Handling Exhibition sponsored by the Nikkan Kogyo Shimbun		Nissan launches the Fairlady SP310
	8	1,200t crank-less press installed at the Headquarters Plant	10	U.S. President Kennedy announces naval blockade of Cuba (Cuban Crisis)
	11	Yorozu, recognized as a blue chip company, wins the Fiscal 1962 Small and	10	Japan Automobile Federation (JAF) formed
		Medium Enterprise Agency Director General's Award		*Tokyo becomes the first city in the world with 10 million inhabitants. The number of subscriptions to receive TV broadcasts exceeds 10 million.
1963	1	Mitsuike, Yamato Kogyo, and Yorozu establish Sanwa Kogyo	2	Nissan automobile cumulative production tops 1 million vehicles
1503		Five members from Yorozu enroll in the Kanagawa Comprehensive Vocational		Isuzu wins award from the Japan Society of Mechanical Engineers for its development of the Bellel, a diesel-fueled
		School on behalf of the Takarakai to acquire stamping die skills		passenger car
	7	450kVA projection welding machine (No. 1 Projection Welding Machine)	6	Kurobe River No. 4 hydropower plant completed
	40	installed at the Headquarters Plant		Amendment to the Foreign Exchange Control Order promulgated (liberalization of capital transactions)
		Production synchronization attempt begins under the guidance of Nissan New painting line installed at the Headquarters Plant		Partial Nuclear Test Ban Treaty signed (Japan, U.S., U.K., Soviet Union) Nissan ships its 100,000th post-war vehicle
		700t crank press installed at the Headquarters Plant		Atomic Energy Research Institute succeeds in the first nuclear power generation test
			11	JNR Tsurumi rail accident results in 161 fatalities
			11	U.S. President Kennedy assassinated
				*Thermal power generation exceeds hydropower generation (shift from reliance on hydropower to thermal power).
1964		300t blanking press installed		Japan accepts the IMF Article VIII obligations
		700t crank press begins operation		General overseas travel liberalized
		Flash-butt welding machine installed at the Headquarters Plant Radial drilling machine installed at the machine tools plant		Japan joins OECD Toyota, Nissan, Prince, and Isuzu lower their prices on passenger cars
		Major renovations made to interior layout of the Headquarters Plant		Nissan launches the Cedric Diesel
		Coating equipment installed; synchronization implemented from stamping to		Niigata earthquake results in 26 fatalities, destroys or burns down 2,250 houses
		finished product shipping		Nissan provides 193 vehicles (the Cedric, etc.) for use in the Tokyo Olympics
	9	Name of management and labor discussion council changed to		Mitsubishi Heavy Industries launches the Debonair
	10	Management Council Boy Scout troop from Yorozu entrusted with raising the Japanese flag at the		JNR begins service of Tokaido Shinkansen (bullet train) The 18th Olympic Games held in Tokyo
	10	Tokyo Olympics		Eisaku Sato Cabinet formed
				Japanese Confederation of Labor established
				*The first condominium boom occurs. Designation of working women changes from Business Girl (BG) to Office Lady (OL).
1965		Observer group visits Yorozu from Southeast Asia		U.S. military strikes Dong Hoi, North Vietnam
		Yorozu Automobile Works Chapter of the All Japan Parts Manufacturers Union is born		Sanyo Special Steel goes bankrupt, the largest bankruptcy in the post-war period
		Skill note/skill badge system starts as a part of multi-skills training 400t crank press installed at the Headquarters Plant		Astronaut Leonov makes first successful spacewalk aboard the Soviet spacecraft Voskhod 2 New vehicle announcements: Toyota S800, Hino Contessa 1300 coupe, Nissan Silvia CSP311, Fuji Heavy Industries
	'-			Subaru 1000 (Oct. 21), and Mitsubishi Colt 800 (Nov. 1)
			5	ILO Convention No. 87 approved
				Nissan Zama Plant completed
				Treaty on Basic Relations signed between Japan and the Republic of Korea
				All sections of the Meishin Expressway opens Shinichiro Asanaga awarded the Nobel Prize in Physics
				Nissan announces the President full-size passenger car
				*Number of driver's license holders exceeds 20 million. Car ownership boom begins.

v		,, ,,	
Year	Month Key Yorozu Events	Month	Industry and General Events
1966	1 Three 400t crank presses installed at the Headquarters Plant		First post-war issue of deficit-covering government bonds
	Synchronization of stamping lines established Notice I begin an object in the stable plant.		ANA plane crash in Tokyo Bay takes 133 lives
	Vertical boring machine installed at the machine tools plant Shinto purification ceremony held for the machine tools plant		BOAC aircraft crashes at the foot of Mt. Fuji, taking 124 lives Nissan launches the Sunny B10
	Dedication ceremony held for the machine tools plant		Cultural Revolution begins in China
	11 50 employees participate in the Kanagawa Youth Skills Accreditation; three		The location of the New Tokyo International Airport decided to be in Sanrizuka, Narita City
	receive special achievement recognition from the Governor		Nissan absorbs Prince Motor
	12 Face cutter installed at the machine tools plant	10	Toyota announces a business alliance with Hino
		12	"National Foundation Day" promulgated as an additional national holiday
		12	Isuzu announces a business alliance with Fuji Heavy Industries
			"Japan's population exceeds 100 million. An economic rise "Izanagi boom" begins.
1967	Roof-raising ceremony held for shipping dock at the Headquarters Plant	2	Nissan delivers the Nissan Prince Royal to Imperial Household Agency for use by the Emperor of Japan
	3 Plant site (65,894 m²) acquired in Oyama City, Tochigi		Japan Automobile Manufacturers Association (JAMA) formed
	3 400t crank-less press installed at the machine tools plant as a trial	5	The Kennedy Round (negotiations for the reduction of all tariffs) concluded among major countries (U.S., U.K., Japan,
	stamping-dedicated press		and EEC)
	9 Capital increased to 200 million yen		Toyo Kogyo announces the Cosmo Sport equipped with a rotary engine
	11 200 kVp x 5 mA X-ray apparatus installed at the Headquarters Plant		Outbreak of the Third Arab-Israeli War
			China's first hydrogen bomb successfully tested
			The European Community (EC) established Association of Southeast Asian Nations (ASEAN) established
			Honda wins the F1 Italian Grand Prix
			Toyota signs a business collaboration memorandum with Daihatsu
			Tokyo Metropolitan Government abolishes eight of Tokyo Metropolitan Electric Railway tram lines including the Ginza
			Line
		12	First U.SJapan automobile conference held
			*Vehicle ownership exceeds 10 million. Miniskirt makes waves in fashion.
1968	Groundbreaking ceremony held for Oyama Plant	1	Nissan headquarters moves to Ginza in Tokyo
	3 Preparation office for the opening of Oyama Plant established		Japan's first skyscraper, the Kasumigaseki Building, completed
	3 The 20th anniversary ceremony held	5	Business alliance between Isuzu and Fuji Heavy Industries dissolved
	4 Planer (No. 1) installed at the machine tools plant	6	Yasuda Auditorium occupied during the University of Tokyo dispute
	4 Assembly plant completed for Oyama Plant	6	Mitsubishi Heavy Industries agrees to business alliance with Isuzu
	4 650 kVA projection welding machine (No. 1) installed at the Headquarters Plant		Ogasawara Islands officially rejoin Japan
	7 Stamping plant completed for Oyama Plant		First phase of tariff reductions under the Kennedy Round implemented
	500t BL press installed at Oyama Plant Electrodeposition coating apparatus installed at Oyama Plant		Nissan launches the Skyline 2000GT Kawabata Yasunari awarded the Nobel Prize in Literature
	To Electrodeposition coating apparatus installed at Oyania hall		Nissan announces business alliance with Fuji Heavy Industries
			Toyota tops annual production of 1 million vehicles
		12	The 300 million yen robbery occurs in Fuchu City, Tokyo
			* GNP reaches \$142.8 billion, ranking second in the world after the U.S.
1969	8-station transfer multi-spot welding machine manufactured by Yorozu	1	Riot police breaks the blockade of the University of Tokyo's Yasuda Auditorium
	4 The 100th issue of in-house magazine "Yorozu" published		Cabinet Meeting decides on Environmental Standards for sulfurous acid gas
	6 Capital increased to 300 million yen; 25% capital participation by Nissan		Toyota achieves cumulative production of 5 million vehicles
	7 Three 400t crank-less presses installed at Oyama Plant	2	Nissan achieves cumulative production of 1 million Datsun trucks
	9 Yorozu Headquarters building completed	3	The second capital liberalization implemented
	10 The 10th anniversary meeting of union chapter's establishment held		Restrictions on taking out foreign currency for overseas travel eased
	11 Nissan Partners' Operating Documentation Group Processing Center used for		Isuzu dissolves its business alliance with Mitsubishi Heavy Industries
	inventory management testing and exercises		Nissan achieves cumulative production of 5 million vehicles
	12 Two 700t transfer presses installed at Oyama Plant		Increased scrutiny over vehicle recall issue Revision made to the Road Transport Law (obligation to publicly announce defective vehicles put in effect)
			U.S. Apollo 11 lands on the moon, marking the first step for humans on the lunar surface
			The Bank of Japan (BOJ) changes its official interest rate to an annual rate
			*Japan was ranked second in the world with 23.99 million gross tons of merchant vessels owned, and becomes No.
			1 in TV receiver production.
1970	3 Large-scale HITAC8210 computer installed at Yorozu Headquarters		Nissan, Toyo Kogyo, and U.Sbased Ford form a joint venture, Japan Automatic Transmission Company
1310	Large-scale HTAC6210 computer installed at 10rozd Headquarters Implementation of inventory management system begins		Toyota adopts Japan's first electronically-controlled A/T in its Corona
	5 Magnetic crack detection equipment (No. 1) installed at the Headquarters Plant		The Institute of Space and Aeronautical Science, University of Tokyo succeeds in launching Ohsumi, Japan's first
	6 Shonai Press Industry (now Shonai Yorozu) established jointly with Konma		man-made satellite
	Manufacturing and Sumitomo Corporation	3	Expo '70 held in Osaka
	7 Copy die-sinking machine and compound milling machine (July 31) installed at	3	Nissan signs a business collaboration agreement with Isuzu
	the machine tools plant		Yawata Iron & Steel and Fuji Iron & Steel merge to establish Nippon Steel
	8 Two condenser spot welding machines installed at Oyama Plant		Hijacking of JAL aircraft Yodo-go by a Red Army faction
	10 Takarakai Group 3 QCC Meeting held at Yorozu		Mitsubishi Motors Corporation established
			Customs tariff on small passenger cars reduced Ushigome Yanagi-cho, Tokyo's chronic lead poisoning incident comes to light
			The government announces extension of the Japan-U.S. Security Treaty
			Central anti-pollution task force established
			Yukio Mishima, commits suicide by seppuku at the Japan Ground Self-Defense Forces Ichigaya Camp
			U.S. Clean Air Act (Muskie Act) passed
1971	Electrical discharge machine installed at the machine tools plant	0	Honda announces low-emission CVCC engine
1011	3 Fatigue tester installed at the Headquarters Plant		Automotive capital liberalization implemented
	6 Swimming pool erected at Oyama Plant as an employee welfare provision		Workers' Property Accumulation Promotion Act promulgated

Year	Month Key Yorozu Events	Month Industry and General Events
1971	7 In-house implementation of industrial engineering (IE) begins	6 The government announces the Comprehensive External Economic Policies of eight items including promotion of
	Oyama Plant expanded to include the machine tools plant In-house standard time established	import liberalization 6 Okinawa Reversion Agreement signed with the U.S.
	10 II PROUSE Statistical data established	7 Environment Agency established
		7 Automobile noise regulations implemented
		7 Nissan dissolves business collaboration with Isuzu
		7 Isuzu signs a capital tie-up agreement with U.Sbased GM
		8 U.S. President Nixon announces measures to protect the dollar; Nixon Shock
		Sapanese yen shifts to the floating exchange rate system Emperor and Empress visit Europe for the first time after WWII
		12 Automobile weight tax established
		*The bowling population reaches 10 million. Soviet spacecraft Venera 7 soft-lands on Venus.
1972	2 700t transfer press installed at the machine tools plant	2 Shoichi Yokoi, an Imperial Army sergeant, returns home from Guam
	Multi-projection welding machine installed at Oyama Plant	2 The 11th Winter Olympic Games held in Sapporo
	An in-house model shop set up; efficiency control taken following introduction of IE Index machine installed at the Headquarters Plant	2 Asama-Sanso incident; a hostage crisis carried out by the United Red Army 3 MITI prohibits the production and use of PCB
	3 Annual sales top 10 billion yen	5 Sovereignty over Okinawa returns to Japan; Okinawa Prefecture established
	6 A 50t die spotting press installed at both the machine tools plant and Oyama Plant	6 Minister of International Trade and Industry, Kakuei Tanaka, publishes "Theory of Remodeling the Japanese Islands"
	7 Swimming pool opens at Oyama Plant	7 Kakuei Tanaka Cabinet formed
	9 Major modifications made to the Oyama Plant layout	9 Observers from the Chinese automotive industry visit Japan
	10 Two auto arc-welding machines installed at Oyama Plant	Nissan reaches cumulative production of 10 million vehicles Japan-China Joint Communique signed; normalization of relations
		A pair of giant pandas gains immense popularity at the Ueno Zoo
		12 Environmental Agency announces automobile exhaust gas standards for 1973
		12 Honda CVCC engine passes the 1975 regulations under the Muskie Act
		*Outstanding amount of postal savings exceeds 10 trillion yen. Panda boom.
1973	3 Capital increased to 500 million yen; 35% capital participation by Nissan	1 Preferential tax system for low-emissions vehicles determined
	5 Amagaya bachelors' dormitory completed	1 Paris Peace Accords signed; withdrawal of the U.S. troops from South Vietnam
	No. 1 industrial robot installed at the Headquarters Plant 400t BL press and dipping coating equipment installed at Oyama Plant	Japanese yen shifts to the floating rate system (the fluctuation range no longer limited) Birthday renewal system for driver's license starts
	10 Shonai Press Industry made a subsidiary (75% owned)	Nissan Sunny 1200 ranks No. 1 in the U.S. Environmental Protection Agency (EPA) fuel efficiency testing
	11 Women's volleyball team wins first place at the 8th National Athletic	5 The fifth foreign capital liberalization (100% liberalization)
	Competition for the Confederation of Japan Automobile Workers' Unions (JAW)	5 Exhaust gas regulations implemented for in-use automobiles
	12 Computerized HITAC8250 installed at Yorozu Headquarters	6 The seventh five-year plan for road improvement and management determined
	12 Two 1000t transfer presses and three 500t transfer presses installed at Oyama Plant	t 7 JAL Flight 404 hijacked just after takeoff from Amsterdam 7 Agency for Natural Resources and Energy established
		8 Kim Dae-jung kidnapped from his hotel in Tokyo
		9 Nissan and Toyota deliver their first ESV (experimental safety vehicle) to the government
		10 The Fourth Arab-Israeli War
		 Reona Esaki awarded the Nobel Prize in Physics *Price of gasoline surges due to the international oil crisis.
		Fince of gasoni le surges que to tre il itentational off crisis.
1974	Business with Kubota Tekko (now Kubota) goes into full swing Transfer multi-purpose welding machine and multiple index drilling machine	Japan-China Trade Agreement signed For impropertal Agreement signed
	(June 24) installed at Oyama Plant	Environmental Agency announces exhaust gas standards for 1975 Japan succeeds in launching a guide control rocket for the first time
	11 Industrial physician starts giving guidance on health and sanitation control	2 MITI and the Ministry of Finance approve the establishment of a wholly-owned subsidiary of U.Sbased Ford
	11 Women's volleyball team wins first place for the second time in a row at the	3 Hiroo Onoda, an Imperial Japanese Army officer in WWII, returns home after holding out for 30 years on the Lubang
	9th National Athletic Competition for the JAW	Island, Philippines
		National Land Agency established Mitsubishi Heavy Industries headquarters bombing occurs
		Wilsoussii ii reavy ii ruusiires reaudyua ters bornoing occurs Eisaku Sato, former Prime Minister, awarded the Nobel Peace Prize
		10 Corruption and political scandal surrounding Prime Minister Tanaka revealed
		10 Isuzu announces joint development with GM of the Gemini compact passenger car
		12 Takeo Miki Cabinet formed
		 The 1974 Tokyo Motor Show cancelled due to the international oil crisis "Wholesale price index increases 31.3% (skyrocketing commodity prices)
1075	4. Assolve of conditions as white consider	
1975	Amsler universal testing machine upgraded Health and sanitation control guidance from an industrial physician begins at	Honda completes prototype Honda ESV based on Japanese safety vehicle planning Unleaded gasoline starts
	Oyama Plant	Environmental Agency announces exhaust gas standards for 1978
	2 1000t press and 400t hydraulic press installed at Oyama Plant; 500t press	3 Sanyo Shinkansen, Okayama to Hakata route, opens
	installed at the Headquarters Plant	4 The Vietnam War ends
	Auto arc-welder installed at the Headquarters Plant Industrial robot installed at Ovama Plant	6 Suez Canal reopens eight years after closure 6 Nicean holds a completion ceramony by its Kuuchu Plant
	Industrial robot installed at Oyama Plant In-house magazine "Yorozu" goes bi-monthly	 Nissan holds a completion ceremony for its Kyushu Plant Ministry of Transport expands specification for kei (light) cars (550 cc engine displacement, 3,200 mm total body
	10 Women's volleyball team wins first place for the third time in a row at the 10th	
	National Athletic Competition for the JAW	9 U.S. FEA and EPA announce results of fuel consumption testing for 1976 models; Subaru is ranked No.1
		9 Emperor and Empress visit the U.S. for the first time
		 The 1st G6 Summit held in Rambouillet, France The government approves the formation of a cartel by six major steelmakers for the amount of export to the EC
		"Industrial production index falls 11% from previous year resulting in lay-offs and bankruptcies.

V	Name Var Variation	Mark Industrial Count Front
Year	Month Key Yorozu Events	Month Industry and General Events
1976	Wastewater treatment facilities installed at Oyama Plant	1 Chinese Premier, Zhou Enlai, dies
	Annual sales top 20 billion yen Groundbreaking ceremony held for Nakatsu Plant	Makers of automobiles compliant with exhaust gas standards required to provide information on fuel economy First Japanese quintuplets born in Kagoshima
	Groundbreaking ceremony held for Makatsu Plant Occupational Health Award received from the director of Kanagawa Labor	Toyota announces an engine compliant with fiscal 1976 emissions standards using a catalytic system
	Standards Bureau	The Lockheed bribery scandal revealed at U.S. Senate hearings of the Subcommittee on Multinational Corporations
	10 Yorozu receives award for its outstanding contribution to the physical wellness	of the Foreign Relations Committee
	of community and workplace from the Minister of Education	5 Nissan announces development of the NAPS-Z which is compliant with the 1978 emissions standards
	12 Painting plant added to Nakatsu Plant	7 Toyota cumulative production tops 20 million vehicles
	12 Yorozu Service (YS) founded	7 Former Prime Minister Tanaka is arrested on charges of involvement in the Lockheed bribery scandal
	12 Women's volleyball team wins for the fourth time at the 11th National Athletic	7 Viking 1, a U.S. spacecraft, succeeds in landing on Mars
	Competition for the JAW	9 Mao Zedong, Chairman of the Chinese Communist Party, dies
		12 Nissan rolls out its first automobile from Kyushu Plant
		12 Takeo Fukuda Cabinet formed
		*More than half the population is accounted for by citizens born after the war.
1977	Nakatsu Plant begins operation	1 Three-year extension given to import vehicles for 1978 emissions standards
	10 P3 Activity begins to improve three Ps (participation, productivity, progress)	4 BOJ lowers its official interest rate from 6% to 5%
	10 As part of the 7th International Robot Symposium, 65 visitors from 12	4 Fast breeder nuclear reactor JOYO achieves criticality
	countries come to observe the robot line at the Headquarters Plant	7 National Space Development Agency of Japan (NASDA; now JAXA) launches the first geostationary meteorological
	10 Shonai Press Industry online terminals begin operation	satellite Himawari
	11 Women's volleyball team wins for the fifth time at the 12th National Athletic	7 Nissan cumulative production tops 20 million vehicles
	Competition for the JAW 12 Nakatsu Plant online terminals begin operation	Usu-zan in Hokkaido erupts after 32 years Mitsubishi Okazaki Plant completed
	12 Completion of machine tools plant expansion for Oyama Plant	Sadaharu Oh receives the first People's Honor Award
	200 part organization Oyumut Turit	JAL Flight 472 hijacked by the Japanese Red Army in Bombay
		12 Hokuriku Expressway opens
		12 Yen reaches 238 against the dollar in the Tokyo Foreign Exchange Market
		*Average life expectancy for males reaches 72.69 years, overtaking Sweden to become world's top. Issue of
		200-mile offshore zone arises.
		The worst post-war recession blamed for rampant bankruptcies; the number reaching 18,471 cases.
1978	2 500t 3-D transfer press installed at Nakatsu Plant	1 Izu-Oshima-Kinkai earthquake leaves 25 dead
	3 Erection of Nakatsu Second Plant determined	Environmental Agency announces 1979 emissions for large-size vehicles and noise standards for full-size cars
	4 Ceremony marking Yorozu's 30th anniversary held	3 Honda establishes Honda of America Mfg., Inc.
	5 P3 production improvement team established	3 BOJ lowers its official interest rate to 3.5%
	7 Groundbreaking ceremony held for the Headquarters Technology Center	3 Conversion reactor FUGEN reaches criticality
	12 "30 Years of Yorozu Automobile Works" published	4 Automobile import taxes abolished
		5 New Tokyo International Airport (Narita) opens
		6 Miyagi-Oki earthquake leaves 27 dead
		7 Okinawa changes its traffic rules back (left for cars and right for pedestrians)
		Japan-China Peace and Friendship Treaty signed Yen spikes to 175 against the dollar in the Foreign Exchange Market
		11 Regulations to prevent left-turn accidents by large trucks (blind spot side mirror, etc.)
		12 Masayoshi Ohira Cabinet formed
		*Car air conditioning becomes widely popular. The first AIDS patient is identified in the U.S.
1979	Completion and start of operations of the Headquarters Technology Center;	Environmental Agency releases its first "Traffic Pollution White Paper"
1313	Nissan Executive Vice President Kanao invited to give a commemorative lecture	
	Cation ED coating plant completed at Oyama Plant	The Second Oil Crisis; Caltex notifies reduction of crude oil supply to Japan
	5 VIP activities implemented to help stimulate administrative departments	5 Margaret Thatcher becomes Prime Minister of U.K.
	8 Two 3t hydraulic fatigue testing machines installed in the laboratory	6 The 5th G7 Summit held in Tokyo
	11 Copy milling machine installed at the machine tools plant	7 Fire disaster in the Tomei Expressway Nihonzaka Tunnel (pileup and fire involving 170 vehicles inside the tunnel)
	11 Yorozu team wins second place in the 16th All Japan Adult Weightlifting Competition	
	12 Shido Memorial Gymnasium inaugurated at Oyama Plant	10 Liberal Democratic Party (LDP) loses majority in the 35th Lower House election
		10 President Park Chung-hee of South Korea assassinated 10 The first historical assatice of Mt. King Ontolog
		10 The first historical eruption of Mt. Kiso Ontake
		Toyo Kogyo agrees to a capital tie-up with U.Sbased Ford International Symposium on Seat Belts held in Tokyo
		International symposium on Seat Berts neid in Tokyo Honda signs a small passenger car technical collaboration agreement with U.K. BL Cars
		12 Soviet invasion of Afghanistan begins
1980	1 CMM installed at the machine tools plant	Honda announces construction of a passenger car production plant in the U.S. A Nile Links of Market and Construction of a passenger car production plant in the U.S. A Nile Links of Market and Construction of a passenger car production plant in the U.S. A Nile Links of Market and Construction of a passenger car production plant in the U.S.
	Annual sales top 30 billion yen Vorozu's innovation and improvement recognized with a special award at the	Mitsubishi and Mitsubishi Corporation acquire 99% of shares in Chrysler Australia Israru setablishes American Israru Motovs
	6 Yorozu's innovation and improvement recognized with a special award at the ceremony marking the 90th anniversary of Kubota Tekko	Isuzu establishes American Isuzu Motors The first double election (Upper and Lower Houses); a landslide victory for the LDP
	Representation of the sound at mixers any of Rubbia. Texas Quality improvement project team launched at Oyama Plant	7 Zenko Suzuki Cabinet formed
	Press robot installed at Nakatsu Plant	Nissan establishes Nissan Motor Manufacturing Corporation (NIMMC) in the U.S.
	Third phase plant expansion completed for Nakatsu Plant	8 Temperature averages 19.5°C in Tokyo; an unusually cold summer in 78 years
	10 Occupational Health Award received from the director of Kanagawa Labor	8 Chun Doo-hwan elected president of South Korea
	Standards Bureau	9 Iran-Iraq War begins
	12 HITAC M150 computer installed	9 Chinese Premier, Hua Guofeng steps down, and is succeeded by Zhao Ziyang
		11 Ronald Reagan elected president of the U.S.
		*Automobile production reaches 11.04 million vehicles; tops the world.
1981	1 Three 250t presses installed at Oyama Plant	1 Foreign exchange market sees the dollar weakening below the 200-yen mark
	4 Companywide kickoff for the three "Can Do" initiatives	Pope John Paul II, head of the Roman Catholic Church, visits Japan
	10 Business with Toyo Kogyo (now Mazda) starts	Official visit to Japan of Japanese war orphans left behind in China at the end of WWII IND shelishes 77 lead wilkest lines that have been making leages.
	10 Cation coating plant completed for Yokohama Plant	3 JNR abolishes 77 local railroad lines that have been making losses

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Year	Month Key Yorozu Events	Month Industry and General Events
1981	12 1500t 3-D transfer press installed at Oyama Plant	4 U.S. space shuttle Columbia successfully launched
		5 Japanese government announces voluntary restraint measures for export to the U.S. at 1.68 million vehicles for the
		initial year 5 Francois Mitterrand wins the French presidential election
		Isuzu, Suzuki Jidosha Kogyo, and U.Sbased GM agree to a three-way co-ownership agreement
		9 Nissan concludes a cooperative agreement with Germany's WW
		10 Kenichi Fukui awarded the Nobel Prize in Chemistry
		*Cancer becomes the top cause of death.
1982	3 Ceremony held for breakup of Sanwa Kogyo	1 Guilty verdict given to the ANA route in the Lockheed bribery scandal trial
	3 Automated milling machine installed at the machine tools plant	2 Hotel New Japan (Tokyo) fire
	President Rokuro Shido announces introduction of TQC	2 JAL Flight 350 crashes into Tokyo Bay off the coast of Haneda Airport, caused deliberately by the aircraft's captain
	5 500t blanking press installed at Oyama Plant	3 Toyota and U.Sbased GM begin discussions on a cooperative agreement
	Members of the Central Occupational Hygiene Standards Council tour Yokohama Plant	 MITI sets exports of passenger cars to the U.S. for fiscal 1982 at 1.68 million vehicles The 500-yen coin is issued (to replace the 500-yen bank note)
	10 800t 3-D transfer press installed at Oyama Plant	Nissan becomes the overall champion at the Safari Rally for the fourth straight year
	11 Yorozu team wins first place in the group category of the 10th All Japan	4 French President Mitterrand visits Japan
	Corporate Weightlifting Championship	5 Stronger noise regulations for large buses and trucks adopted
	11 The fourth phase plant expansion completed for Nakatsu Plant	5 Chinese Premier Zhao visits Japan
	12 Cation coating plant completed for Nakatsu Plant	6 Service of the Tohoku Shinkansen begins
		7 Toyota Motor Company and Toyota Motor Sales Company merge to form Toyota Motor Corporation
		7 International Whaling Commission decides to ban commercial whaling from 1985 onward On The unlinitive of initial publishs ingrestion of pays gare outcoded to these years.
		The validity of initial vehicle inspection of new cars extended to three years Nissan announces the March; marking a prologue to the one-fiter car era
		11 Service of the Joetsu Shinkansen begins
		11 Yasuhiro Nakasone Cabinet formed
1983	Second cation coating plant completed for Oyama Plant	Prime Minister Nakasone meets with U.S. President Reagan
	President, Vice President, and Executive Vice President participate in the	Seikan Tunnel construction: pilot tunnel boring completed
	Takarakai's TQC Executive Seminar	2 Launch of Japan's first commercial communication satellite CS-2a Sakura
	8 First TQC Training Seminar held for Managers at Yokohama Headquarters	2 Voluntary regulations on export of passenger cars to the U.S. set at 1.68 million vehicles for the third straight year
	8 Health and Safety Central Council begins operation	3 Chugoku Expressway fully opened
	8 HITAC M240D computer installed at Yorozu Headquarters	4 Tokyo Disneyland opens
	Indian Welding Society tours Oyama Plant Second TQC Training Seminar held for Managers at Yokohama Headquarters	Nihonkai-chubu (Sea of Japan) Earthquake leaves 104 dead Honda returns to F1 racing after 15 years
	11 Second 196 Itali ili g Sertinal Held for Mahagers at Tokohama Headqual ters	Benigno "Ninoy" Aquino Jr., former Philippine senator, assassinated
		Soviet warplane shots down South Korean airliner killing 269 people onboard
		11 U.Sbased GM announces the Saturn Project
		11 U.S. President Reagan visits Japan
		"TV drama "Oshin" becomes a blockbuster; the name "Oshin" becomes synonymous with "perseverance" and
		"patience."
1984	Start of training (Z Training) for front-line supervisors at Oyama Plant	3 President of Ezaki Glico Company abducted for ransom
	Yorozu receives Overall Award for suppliers from Kubota Tekko	5 Toyo Kogyo changes its name to Mazda Motor Corporation
	Nissan High Quality Award Inspection Team Guidance Seminar starts Plants and offices hold commitment sessions for undertaking the challenge of	Japan ranks top in the world in life expectancy for both men and women Chun Doo-hwan, president of South Korea, visits Japan
	the Nissan High Quality Award	Orlan Boo-riwan, president of Sodian Rollea, visits Japan Indian Prime Minister Indira Gandhi assassinated
	7 TQC logo and catch-phrase decided	11 Commercial service of CAPTAIN system by NTT Public Corporation starts
	10 Business with Fuji Heavy Industries (now Subaru) starts	11 Mazda announces the construction of a passenger car production plant in America
	11 Guidance seminar by Dr. Kurahara of the Union of Japanese Scientists and	12 Japan-U.S. steel trade negotiations; Japan agrees to limit its U.S. market share at 5.8%
	Engineers (JUSE) starts	12 U.K. Prime Minister Thatcher and Chinese Premier Zhao sign the Hong Kong handover agreement
	12 Special high-voltage power receiving facility completed at Nakatsu Plant	"The number of people working in the automotive industry reaches 5.59 million (10% of the working population).
1985	1 Three-day kaizen initiatives begin at each plant as part of APM level	1 Japan-U.S. summit meeting held in Los Angeles
	improvement initiatives	3 Mikhail Gorbachev becomes the General Secretary of the Communist Party of the Soviet Union
	TQC training seminar held for management executives of suppliers 1900SA injection modeling machine installed at Volkahama Plant	The International Exposition on Science and Technology—Tsukuba Expo '85 opens MIT appropriate continuation of restrictions on processors or exposure to the LLS at 2.2 million vehicles for focal 1095.
	3 J200SA injection molding machine installed at Yokohama Plant Fully automatic vibration analyzer installed in laboratories	 MITI announces the continuation of restrictions on passenger car exports to the U.S. at 2.3 million vehicles for fiscal 1985 Nippon Telegraph and Telephone Corporation and Japan Tobacco Inc. established
	Third and fourth (June 24) seminar held by Dr. Kurahara of JUSE	8 JAL Flight 123 crash in Mt. Osutaka, Gunma, kills 520 (only 4 survived)
	Nissan Executive Managing Director Endo and Vice President Kanao (Sept.	Road Traffic Act amended; front seat occupants must wear seatbelts
	10) visits Yorozu	9 The L.A. Scandal; Kazuyoshi Miura arrested
	Precision cold forging press installed in engineering department	9 Massive earthquake hits Mexico (M8.1) leaving 8,000 dead
	10 Construction for the fifth phase expansion of Nakatsu Plant completed	11 Nevado del Ruiz (stratovolcano) in Colombia erupts (24,740 died)
	12 Screening panel for the Nissan High Quality Award convenes at Oyama Plant	
1986	1 First session held for the free course "How to Accurately Read Mechanical Drawings"	
	Yorozu receives Nissan Quality Control (NQC) Award Appropriate top 40 hillings upp.	MITI announces a one year extension of voluntary restrictions on automobile exports to the U.S.
	Annual sales top 40 billion yen Members of the A.O. Smith Corporation of the U.S. tour Yorozu's plant facilities	Corazon Aquino is sworn in as president of the Philippines Honda starts using its second American sales network
	6 President Rokuro Shido assumes the position of chairman; Vice President	Act on Equal Opportunity and Treatment between Men and Women in Employment is enforced
	Akira Miura assumes the presidency	Chernobyl nuclear disaster occurs at the nuclear power plant in the Soviet Union
	8 Seminar held at Nakatsu Plant by Dr. Kurahara of JUSE	5 The 12th G7 Summit held in Tokyo
	9 Calsonic Yorozu Corporation (CYC: now YAT) created through a joint venture	5 Fuji Heavy Industries and Isuzu sign a basic agreement on local production in America
	between Nihon Radiator and a subsidiary Calsonic International	8 Suzuki Jidosha Kogyo and U.Sbased GM announce joint production in Canada
	11 Companywide managers' kaizen presentation event held	Takako Doi elected head of the Japan Socialist Party (the first female leader of a political party) Mejor purpose of Misera verse a valence on Inv. Orbitos.
	12 Business with Isuzu starts	11 Major eruption of Mihara-yama, a volcano on Izu-Oshima
1987	CYC Plant Manager Roy Evers comes to Yorozu for training sessions	1 Ministry of Finance starts selling NTT shares
	 Nissan Takarakai 3G managers' kaizen presentation event held at Oyama Plant 	1 MITI announces the extension of voluntary restrictions on automobile exports to the U.S. at 2.3 million vehicles for fiscal 1987

Year	Month	Key Yorozu Events	Month	Industry and General Events
1987	3	NMMC President Lanion visits Oyama Plant	3	Japan halts its commercial whaling in the Antarctic
		Members of the Mexican auto-parts manufacturer ESA visit Yorozu's plant	4	Division and privatization of JNR; seven JR (Japan Railways) companies established
		Oyama Plant holds a follow-up event for the Nissan Quality Control Award		Tokyo Metropolitan Police investigates into Toshiba Machine COCOM violation
		New corporate logo "YOROZU" established		Toyota and Germany's VW announce joint production in West Germany
	10	MID-4 bare chassis featuring Yorozu's aluminum suspension exhibited at the		AT vehicle accidents become a social concern and JAMA launches full-scale investigation
		27th Tokyo Motor Show		Mitsubishi announces that it will sell Benz cars
				Isuzu and U.Sbased GM sign a joint venture agreement in the U.K.
				Susumu Tonegawa awarded the Nobel Prize in Physiology or Medicine
				Black Monday (catastrophic stock market crash in NYSE)
				TSE average stock price plunges 3,836 yen Noboru Takeshita Cabinet formed
				Toyota and U.Sbased GM announce establishment of a joint venture in Australia
			12	*Japan-U.S. trade friction worsens, yen's value rises to 123.50 against the dollar at year end. The global population
				hits 5 billion.
1000		N		MIT I I I I I I I I I I I I I I I I I I
1988		New corporate logo shown on name plates, etc.		MITI announces the extension of voluntary restrictions on automobile exports to the U.S. at 2.3 million vehicles
		Hiroshima office opens (closed in 2023) IBM4381 (product design CAD system) introduced		Yen records a high of 120.45 against the dollar in the Tokyo Foreign Exchange Market Seikan Tunnel opens
		Automated measurement vision system introduced at Nakatsu and Oyama Plants		Tokyo Dome opens
		Ceremony held marking Yorozu's 40th anniversary		Production of studded tires to terminate in 1991
		Shigeru Naganuma of the operation department joins the Mt. Chomolungma		Recruit Co., Ltd. insider trading and corruption scandal
	ľ	(Everest) expedition and successfully reaches the summit		Collision accident between submarine Nadashio and a large fishing boat Dai-ichi Fujimaru occurs, leaving 30 dead
	6	Showroom opened at Yorozu Headquarters		Nissan and U.Sbased Ford reach an agreement on development and production of multi-purpose vehicles
		Fukushima Yorozu established		The 24th Olympic Games held in Seoul
	8	Takazawa Manufacturing becomes a subsidiary of Yorozu (75.5% owned)		George H. W. Bush (Republican) elected president of the U.S.
	10	Three interns accepted from CYC		*From April this year to the end of 1989, the Japanese stock market booms, leading the world with 97.6 billion US
	12	HITAC M640 computer installed		dollars in foreign reserves and 1,469.3 billion US dollars in foreign currency assets
1989	1	Three-way compound vibration endurance testing machine installed in R&D	1	Demise of the Showa Emperor Hirohito; Crown Prince Akihito accedes to the throne and a new era, Heisei, starts on
		department		January 8
	5	Compound corrosion testing machine installed in R&D department	1	MITI announces the extension of voluntary restrictions on automobile exports to the U.S. at 2.3 million vehicles
		Corporate Excellence Award for Cost received from Nissan		Ministry of Transport announces new standards (size, etc.) for kei (light) cars
		Fukushima Yorozu begins operation		Consumption tax introduced (3%)
	9	Technical support agreement reached with U.K. Tallent Engineering (now TKA	4	Automobile excise tax abolished
		Tallent Chassis Ltd.)	6	Sosuke Uno Cabinet formed
	10	Yorozu participates for the first time in the 28th Tokyo Motor Show (Makuhari	6	Tiananmen Square protests occur in Beijing
		Messe)	8	Toshiki Kaifu Cabinet formed
	11	Yorozu participates in the Mileage Marathon for the first time	9	SIA, a joint venture between Fuji Heavy Industries and Isuzu in the U.S., begins production
	12	Shonai Press Kogyo changes its name to Shonai Yorozu (SY)	9	Yokozuna Chiyonofuji, a sumo wrestler, receives People's Honor Award
			11	Fall of the Berlin Wall
			12	TSE average stock price hits an all-time high at 38,915 yen
				*Four-wheel vehicle production exceeds 13.02 million units—leading the world for the tenth consecutive year at the
				height of the bubble economy.
1990	1	Mid-term presentation seminar for internal reform activities held	1	MITI announces the extension of voluntary restrictions on automobile exports to the U.S. keeping to 2.3 million vehicles
	3	Oyama Plant designated a direct supplier to Isuzu	3	Mikhail Gorbachev elected first president of the Soviet Union
	6	Corporate Excellence Award for Development received from Nissan	4	Kubota Tekko changes its name to Kubota Corporation
	6	President Akira Miura assumes the chairmanship of Nissan Takarakai	6	Alberto Fujimori wins Peru's presidential election
	6	Liquid aluminum forging machine installed at Fukushima Yorozu	6	Marriage of Prince Ayanomiya
		Company name changed to Yorozu Corporation	6	Montreal Protocol review conference determines complete phase-out of CFCs by 2000
		Tajiri Family Park opens; certificate of appreciation received from the Mayor of Nakatsu	10	
		GM unveils the Saturn employing CYC-made suspension		Reurification of East and West Germany
	10	Transfer simulation machine installed at the machine tools department		Emperor Akihito's Enthronement Ceremony
			12	Toyohiro Akiyama becomes the first Japanese on a spaceflight aboard the Soyuz TM-11 of the Soviet Union * Japane's buthble aconomy bursts
				*Japan's bubble economy bursts.
1991	6	President Akira Miura becomes the first Chairman of the reorganized		Multi-national forces launch attack on Iraq (Gulf War)
		Nisshokai-Nissan's cooperative business association	2	Prince Naruhito proclaimed Crown Prince in Rittaishi-no-Rei ceremony
	7	Air conditioning and localized smoke control system begin operating at Oyama Plant	3	Construction of the Tokyo Metropolitan Government Building in Shinjuku, Tokyo completed
	7	Plastic pulley commercialized	4	Japan Maritime Self-Defense Force minesweeper sent to the Persian Gulf
	8	Twenty die-assembly trainees from the Royal Thai Government visit Yorozu		American Big Three automakers bring a case before the ITC and the U.S. DOC that Japan is dumping its mini-vans
		Headquarters		Unzen Fugendake volcano eruption causes pyroclastic flows killing 37 people
		GIG concept car displayed at the 29th Tokyo Motor Show (Makuhari Messe)		Nissan reorganizes its cooperative business association and establishes Nisshokai
	11	Initial public offering of shares		Boris Yeltsin elected president of Russia, a member state of the Soviet Union
				South Africa ends its racial segregation policy—Apartheid
				Toyota and U.Sbased GM begin production of pickup trucks through their joint venture NUMMI
				Klichi Miyazawa Cabinet formed Dissolution of the Soviet Union; Commonwealth of Independent States established
			12	
1992		Business with U.Sbased Ford starts	1	U.S. President Bush visits Japan
		Corporate Excellence Award for Development received from Nissan Diesel Motor		Service of the Tokaido Shinkansen Nozomi begins
		Corporate Excellence Award for Cost received from Nissan		Nissan and U.Sbased Ford produce the Quest minivan in America
		Members of the Security Analysts Association of Japan visit Oyama Plant		Act on Cooperation with UN Peacekeeping Operations (PKO) established
		IBM9121-210 (product design CAD system) introduced		Toyota and GM agree to continue their joint American business
	9	Gasoline mileage of 583km/liter achieved at the 12th Honda Econo Power		Service of the Yamagata Shinkansen Tsubasa begins
		Competition		TSE average stock price goes above the 14,000-yen mark
		Yorozu Engineering (YE) established		Formal diplomatic relations established between China and South Korea
	'2	Corporate Excellence Award received from Isuzu	9	Mamoru Mohri joins the space shuttle mission and flies into space

Year	Month Key Yorozu Events	Month Industry and General Events
1992	12 UNISYS 2200/320 installed at the machine tools department	9 PKO troops of Japan Self-Defense Forces dispatched to Cambodia
1332	12 ONIOTO 2200/020 il istalied at the maoi ille tools depai the it	11 Bill Clinton elected president of the U.S.
		12 Isuzu discontinues development of a successor model to the Gemini; withdraws from the passenger car business
1993	Certificate of appreciation received from Mazda for superior performance	Nicopa and China's Departure Cours cotablish a communical unitial injet unit up
1993	Yorozu Mexicana (YMEX) formed as a joint venture with Nissan Mexicana and	 Nissan and China's Dongfeng Group establish a commercial vehicle joint venture Inception of Japan's first professional soccer league — J. League; games start
	Nissho Iwai (now Sojitz Corporation)	6 Marriage of Crown Prince Naruhito
	3 CYC receives the Q1 Award from Ford	7 Mitsubishi and U.Sbased Chrysler dissolve their capital tie-up
	3 Fukushima Yorozu holds an opening ceremony	7 The 19th G7 Summit held in Tokyo; reaffirms support for Russia
	4 Honorary Chairman Rokuro Shido receives the Dark-Blue Ribbon Medal of	7 Hokkaido Nansei-Oki earthquake (230 dead or missing)
	Honor (Konjuhosho)	7 Yokohama Landmark Tower opens; the tallest building in Japan of the time
	YE opening ceremony held Quality Effort Award received from Kubota Utsunomiya Plant	Morihiro Hosokawa Cabinet formed Yen value sets a new record of 100.40 against the dollar
	President Akira Miura is re-elected Chairman of Nisshokai	Nissan and Mazda agree to OEM complementary supply of commercial vehicles
	8 HITAC M-860 computer installed	12 Uruguay Round Negotiations of GATT; final agreement passed
	10 Yorozu participates in the 30th Tokyo Motor Show (Makuhari Messe)	*An exceptionally cold summer forces Japan to urgently import rice. Counterfeit 10,000-yen notes are found.
1994	MAEV by illeling compeleted.	1 NAFTA comes into force
1994	YMEX building completed Yorozu listed on the Second Section of the TSE	Political reform bill passed
	5 Safety Performance Excellent Business Award received from Nissan	JAMA and Japan Auto Parts Industries Association (JAPIA) apply for one year extension of employment adjustment
	5 Yorozu acquires over 50% of CYC shares, making it a subsidiary	subsidy industry designation
	5 A 1.1 billion yen capital increase determined for YMEX	3 MITI announces abolition of voluntary restrictions of passenger car exports to the U.S.
	7 Corporate Excellence Award for Development received from Nissan	4 Tsutomu Hata Cabinet formed
	8 Eleven junior high students from McMinnville, Tennessee visit Japan	5 MITI creates guidelines for the standardization of kei (light) four-wheeled vehicle automotive parts
	 Operation at Yokohama Headquarters premises achieves 5.9 million hours without occupational accidents 	6 Tomichi Murayama Cabinet formed 9 American Big Three automakers announce the QS 9000
	Technical assistance agreement concluded with Taiwanese parts	9 Kansai International Airport opens
	manufacturer, Yuan Hwa Promote Company	10 Hokkaido Toho-Oki Earthquake (M7.9)
	11 Subsidiary Takazawa Manufacturing liquidated	10 Kenzaburo Oe awarded the Nobel Prize in Literature
1995	President Akira Miura receives award at the 40th anniversary ceremony	1 The Great Hanshin-Awaji Earthquake (death toll 6,432)
.555	marking the amalgamation of Mikawa Town	3 Tokyo subway sarin gas attack
	Decision made to consolidate North American compact stamping parts into YMEX	3 Nissan ends assembly production at its Zama Plant (closes the plant)
	4 CYC receives the 1994 Supplier of the Year award from U.Sbased GM	4 Yukio Aoshima elected Governor of Tokyo and Knock Yokoyama elected Governor of Osaka
	7 Groundbreaking ceremony held for Yorozu's new Headquarters building	4 Yen hits an all-time high of 79.75 against the dollar in the Tokyo Foreign Exchange Market
	7 President Akira Miura steps down as Chairman of the Nisshokai	5 AUM-Shinrikyo cult founder, Shoko Asahara, arrested
	Yorozu is listed on the First Section of the TSE Yorozu participates in the 31st Tokyo Motor Show (Makuhari Messe)	 Product Liability Act comes into effect The 3rd Japan-China Automobile Industry Development and Exchange Meeting held in Beijing
	12 Mexican Ambassador to Japan makes a courtesy call to Yorozu Headquarters	9 BOJ cuts its official interest rate to 0.5%—the lowest after WWII
	12 Technical assistance agreement reached with Dong-Kwang Precision Machine	11 APEC '95 conference held in Osaka
	Company of Korea	11 Mazda and U.Sbased Ford announce the establishment of a joint venture in Thailand
1996	President Akira Miura emphasizes "renewed founding spirit" in his	1 Ryutaro Hashimoto Cabinet formed
	start-of-the-year message	2 Tunnel collapse disaster in Hokkaido
	Plans to establish Yorozu Thailand (YTC) announced	4 Japan and the U.S. agree on the return of Futenma base, Okinawa
	Operations start at the new Headquarters building	4 U.S. President Clinton visits Japan; the heads of governments agree to strengthen alliance
	Test production plant built in the Headquarters premises CYC receives the 1995 Supplier of the Year Award from U.Sbased GM	 5 President of Nissan, Yoshifumi Tsuji, becomes Chairman of JAMA 5 Japan and South Korea selected to jointly host the 2002 FIFA World Cup
	5 CYC acquires QS 9000 and ISO 9001 certification	7 Outbreak of EHEC 0157 infection (over 6,000 infected)
	6 Yorozu receives permission to establish YTC from Thai Ministry of Commerce	12 Armed guerilla attack on the Japanese ambassador's residence in Peru
	6 BBT joint-venture contract signed	*Minister of Health and Welfare apologizes for the ministry's handling of AIDS.
	6 Headquarters building opening ceremony	
	9 The 300th issue of in-house magazine "Yorozu" published	
1997	Headquarters and Nakatsu Plant acquire ISO 9001 certification	1 Russian tanker oil spill accident in the Sea of Japan
	 Fukushima Yorozu receives progress award from the director of Fukushima Labor Standards Bureau 	Nomura Securities illegal stock trading scandal Gradesins at DNO Talais representate the standard for the standard f
	7 Yorozu America (YA) established in Michigan	Explosion at PNC Tokai reprocessing plant in Ibaraki Service of the Akita Shinkansen Komachi begins
	7 Solid CAD systems introduced for design of dies	4 Consumption tax raised to 5%
	9 5000t hydroforming machine installed at Oyama Plant	4 U.Sbased GM launches the sales of Saturn in Japan
	10 Oita Labor Standards Office Director presents Nakatsu Plant with the Labor	4 Seizure of the Japanese ambassador's residence in Peru resolved
	Standards Office Director Award for Efforts in Sanitation	7 Hong Kong handed over to China
	10 Sales of industrial-use fully automatic mop scrubber, Washman-Pro	8 Former Princess of Wales of UK, Diana, dies in a car accident
	Yorozu participates in the 32nd Tokyo Motor Show (Makuhari Messe) Opening ceremony held for YTC	Toyota increases its share of Hino to 20.1% Fuji Heavy Industries' failure to issue recall brought to light
	12 Opening deterrorly fled for 110	11 Yamaichi Securities decides to cease operations
		12 COP3 of the UNFCCC held in Kyoto
		12 Tokyo Bay Aqua-Line Expressway opens
1998	E-mail system introduced companywide	The 18th Winter Olympic Games held in Nagano (February 7–22)
1000	Headquarters, Oyama and Nakatsu Plants acquire QS 9000 certification	4 Financial Big Bang starts
	Oyama Plant receives the Kaizen Contest Award for Excellence and Kubota	4 The Great Akashi-Kaikyo Bridge opens
	Sales Expansion Award for vending machines from Kubota	5 Germany's Daimler-Benz and U.Sbased Chrysler announce merger
	2 YMEX receives Nissan Quality Award	5 Suzuki announces an agreement with U.Sbased GM for joint development of small-size cars in Europe
	2 SY begins commercialization of its Ski Lift	5 Toyota increases its shareholding ratio of Daihatsu and Hino to more than 50%
	4 YMEX receives the 1997 Supplier of the Year award from GM	6 Financial Supervisory Agency established 7 JAMA approvisors that Japan has a webseed a var 95 hillion U.S. dallars in U.S. made out amphile parts in fiscal 1007.
	 Yorozu receives the Award for Superior Cooperative Companies from Kubota Yorozu Headquarters recognized as a Health and Safety Superior Business 	 JAMA announces that Japan has purchased over 25 billion US dollars in U.Smade automobile parts in fiscal 1997 Nissan, Nissan Diesel Motor, and Germany's Daimler-Benz reach a basic agreement on joint development of
	rorozu Headquariers recognized as a Health and Salety Superior Business 3000t transfer press begins operation at Oyama Plant	7 Nissan, Nissan Diesei Motor, and Germany's Daimier-Benz reach a basic agreement on joint development of small-size cab-over trucks

Year	Month Key Yorozu Events	Month Industry and General Events
1998	6 President Akira Miura becomes Chairman and Vice President Akihiko Shido	7 Wakayama curry-poisoning incident (4 dead and 63 poisoned)
	becomes President of Yorozu 9 Consolidation of die departments of YE and Shonai Yorozu Engineering Center	Keizo Obuchi Cabinet formed Toyota increases its ownership of Daihatsu to 51.2%
	completed	Individual increases to swin easily or ball allow to 31.2.79 Isuzu and U.Sbased GM announce production of a new diesel engine in North America
	12 YMEX receives Quality Award from Nissan Mexicana	9 Labor Standards Act amendment bill passed
	12 SY acquires ISO 9002 certification	10 Act on Promotion of Global Warming Countermeasures established
	12 YTC acquires QS 9000 certification	 Financial Revitalization Act bill passed The Long-Term Credit Bank of Japan files special public management based on the Financial Revitalization Act
		11 The government issues an emergency economic package worth 17,900 billion yen, an unprecedented scale
		11 Germany's Daimler-Benz and U.Sbased Chrysler merge and become the third largest automaker in the world
		12 One-third of Japanese parts makers report losses for fiscal 1998; 80% report decreased revenues and profits
1999	2 Award for excellence received at the kaizen presentation event held by the	1 EU creates a monetary union with a single currency, the euro
	Utsunomiya chapter of the Kubota Yukyukai cooperative business association	1 JAMA announces adoption of a device preventing sudden acceleration to all new MT vehicles
	2 Fiscal 1998 special award for cooperation received from Kubota	3 Financial Reconstruction Commission injects public funds of 7,459.2 billion yen into 15 major banks
	 5 SY receives a letter of appreciation from Nissan for the efforts in the referral program 5 Quality excellence award received from Nissan Shatai 	 Nissan announces a capital tie-up with France's Renault The Amended Act on Equal Opportunity and Treatment between Men and Women in Employment goes into effect;
	5 YMEX receives the Q1 award from U.Sbased Ford	employers are obligated to prevent sexual harassment in the workplace
	5 Technical assistance agreement signed with Yuan Hwa Promote Company	4 Shintaro Ishihara elected Governor of Tokyo
	7 Oyama Plant receives safety promotion award from the director of Tochigi	4 Toyota and U.Sbased GM agree on joint research and development of advanced environmental technology
	Labor Standards Bureau 7 Nissan COO Carlos Ghosn visits YMEX	Laws pass which require the use of child seats and forbid the use of cell phones while driving
	Nissan COO Carlos Ghosh visits YMEX A Mexican party, including the Governor of Aguascalientes, visits Yorozu	Honda announces its plan to build a third North American plant in Alabama Ministerial Reform and Decentralization Omnibus Act established
	10 Yorozu participates in the 33rd Tokyo Motor Show (Makuhari Messe)	8 Act on National Flag and Anthem promulgated and enforced
	11 Former President Akira Miura passes away	9 Criticality accident at the Tokai-mura JCO facility for re-conversion of enriched uranium
	11 Award for excellence for the improvement of the frame parts line received from Kubota	10 Nissan announces the Nissan Revival Plan to revitalize operations
	12 Companywide QC Circle kaizen presentation event held	 Nissan announces its plan to close five plants and lay off 21,000 employees U.Sbased GM announces its acquisition of a 20% share in Fuji Heavy Industries
		12 TSE opens Mothers, a new market for fast-growing venture businesses
		*Cell phone/PHS subscriptions exceed 5,000; the global population tops the six billion mark.
2000	Award for excellence in the kaizen contest received from Kubota	3 Carlos Ghosn of France's Renault becomes president of Nissan
	2 YSP (Yorozu Survival Plan) kickoff meeting held	3 Liberalization of electricity retailing for commercial-scale utility customers
	5 Mikio Umezu (Prototype Section, Engineering Department Yorozu Corp.)	Mitsubishi agrees to accept a capital injection from Daimler-Chrysler and to become its subsidiary
	receives award for innovation and ingenuity from Director-General of the Science and Technology Agency	Eruption of Mt. Usu in Hokkaido for the first time in 23 years Nursing-care Insurance System starts
	6 Ceremony held marking the 30th anniversary of SY	4 Yoshiro Mori Cabinet formed
	7 First intercultural communication and understanding course held for managers	6 Trading on Nasdaq Japan Market starts
	8 Hitachi MP5400 computer installed	7 Financial Services Agency established
	 Yorozu Automotive North America (YANA) established (as a wholly owned subsidiary) 	Mitsubishi admits its failure to report recall-related defect information The 26th G8 Summit held in Okinawa
	Comprehensive strategic alliance concluded with U.S. Tower Automotive	8 BOJ terminates zero-interest-rate policy
	10 Yorozu begins establishing the environmental management system based on	10 Hideki Shirakawa awarded the Nobel Prize in Chemistry
	the environmental control plan	12 BS (broadcasting satellite) digital broadcasting starts
	Groundbreaking ceremony held for YANA Fukushima Yorozu closed	*Total liabilities left by bankrupt companies reach a post-war high.
2021		
2001	Reform Promotion Office established Corporate officer system (vice presidents) adopted	Restructuring of the central government starts (1 cabinet office and 12 ministries/agencies) Inauguration of U.S. President George W. Bush
	9 Yorozu Automotive Mississippi (YAM) established	Nissan shuts down the production line at its Murayama Plant
	9 YTC begins supplying parts to Toyota; orders received for suspension arms for	4 Company Divisions Act established
	the Hilux, Corolla, Camry, and Fortuner	4 Information Disclosure Act starts
	CYC acquires ISO 14001 certification YMEX begins supplying parts to Renault in the U.S.	Nissan announces its entry into kei (light) car sales Junichiro Koizumi Cabinet formed
	10 Yorozu participates in the 35th Tokyo Motor Show (Makuhari Messe)	9 9/11 synchronized terrorist attacks in the U.S.
	12 Groundbreaking ceremony held for YAM	10 Ryoji Noyori awarded the Nobel Prize in Chemistry
		10 Nissan announces its next mid-term plan Plan 180
		 Nissan announces that it has acquired a 15% share in Renault and raised its controlling share in Renault-Nissan to 44.4 China officially joins the WTO
		China officially joins the WTO Honda begins operations at its new plant in Alabama
		11 Tokyo Stock Exchange, Inc. established after demutualization of TSE
		12 Crown Princess Masako gives birth to Princess Aiko
		* Population of the elderly (65 years and older) overtakes the young population (below 15).
2002	4 Opening ceremony held for YANA	1 Single currency, the euro, starts to circulate in 12 European countries
	4 CYC changes its name to Yorozu Automotive Tennessee (YAT)	1 Japan's share of new automobiles sold in America reaches an all-time high of 26%—breaking a ten year record
	4 YTC receives the Worldwide Supplier of the Year award from U.Sbased GM	U.Sbased Ford closes five plants in North America Environmental Ministry appropriate and the Auditopage of the Ministry of Lond Infrastructure. Transport
	5 Yorozu receives the Certificate of Appreciation for sales expansion from Kubota 5 Yorozu receives the award for development excellence from Nissan Shatai	2 Environmental Ministry announces a cabinet order and the Ordinance of the Ministry of Land, Infrastructure, Transp and Tourism, related to diesel automobile NOx, PM Law
	Yorozu receives the award for development excellence from Nissan Shatal Yorozu receives Project Manager Award (Outstanding Supplier) from Kubota	and rounsm, related to dieser automobile Nox, PM Law 5 Nissan announces its three-year plan-Nissan 180
	Toroza receives Project Manager Award (Odustanium & Supplier) from Rubota YMEX acquires ISO 14001 certification	5 FIFA World Cup is held jointly in Japan and South Korea
	6 TQM and YPW trainings held	5 Isuzu withdraws from the production and sales of passenger cars
	7 YTC acquires ISO 14001 certification	7 End-of-life Vehicle Recycling Law passed
	7 The 1st CTF training camp held	8 Basic Resident Register Network system starts
	11 Yorozu Engineering Systems (Thailand) (YEST) established	9 TSE first section Nikkei Stock Average falls to a post-war low, at less than 9,000 yen
	12 Business with Mitsubishi starts	10 Masatoshi Koshiba awarded the Nobel Prize in Physics
		10 Koichi Tanaka awarded the Nobel Prize in Chemistry

_	Month Key Yorozu Events	Month Industry and General Events
2002		10 Five victims of abduction by North Korea return to Japan
		*The largest number of bankruptcies is recorded, bringing the biggest spike in unemployment rates.
2003	YMEX holds a ceremony marking its 10th anniversary	1. Unampleumant rate in at its worst at 5.50/ levels
2003	YE completes work on the building's new wing for employee welfare	 Unemployment rate is at its worst at 5.5% levels Honda starts production of the new Accord through a Chinese joint venture
	Bectronic arrangement system is adopted for PAS and drawings (to go paper)	
	Oyama Plant announces its commitment to evolving YPW initiatives	U.S. and U.K. forces start the attacking of Iraq (control over entire Iraq on April 14)
	5 YAM begins operations; grand opening ceremony held	Japan Post inaugurated
	5 SY participates in the QC exchange program with Aisin Tohoku	5 Five laws related to protection of personal information established
	7 President Akihiko Shido assumes the vice-chairmanship of JAPIA	Nissan and Dongfeng Motor Corporation jointly establish Dongfeng Motor Co., Ltd.
	7 Yorozu receives the overall award at the fiscal 2003 general meeting of Nissh	
	Nakatsu Plant established as Yorozu Oita Corporation (YO)	7 Honda and Dongfeng Motor jointly establish Dongfeng Honda Automobile Co., Ltd. in Wuhan
	YTC starts local sourcing for TRAILING ARM for Honda's CR-V model	Widespread power outage in eastern U.S. temporarily shuts down production facilities and operational bas
	10 YO begins operation	9 Fire breaks out at Bridgestone's Tochigi Plant
	10 Yorozu participates in the 37th Tokyo Motor Show (Makuhari Messe)	Toyota and Hino announce joint development of the world's first hybrid small trucks
	11 Yorozu Bao Mit Automotive (G-YBM) established in Guangzhou, China	12 Terrestrial digital broadcasting starts in parts of Kanto, Chukyo, and Kinki —the three metropolitan areas
	11 Yorozu receives Nissan Outstanding Company Overall Award	12 Orders are given for dispatch of Japan Air Self-Defense Force to Iraq
	11 Yorozu receives award for contributing to the promotion of blood donation	
	12 Yorozu and Hitachi sign an outsourcing agreement for the Information Syst	ems
	Department using the Hitachi Hi-System 21	
	12 Oyama Plant starts generating power from a private electric generator	
	12 Yorozu receives Honda Outstanding Quality Award	
2004	SY begins producing power with private power generation equipment	Core Ground Self-Defense Force arrives in Samawah, Iraq
	3 Yorozu acquires all its shares held by Tower Automotive	3 Mitsubishi Fuso admits design flaws in its large vehicles causing tires to come off
	Oyama Plant established as Yorozu Tochigi Corporation (YT)	3 Agreement reached with Mexico on FTA (EPA)
	4 Yorozu Global Head Office (YGHO) established	3 Kyushu Shinkansen begins service (between Shin-Yatsushiro and Kagoshima-Chuo)
	4 YO announces its commitment to achieving zero-emissions	4 Pro-Forma Standard Taxation system adopted to companies with a capital over 100 million yen
	4 Groundbreaking ceremony held at the G-YBM plant site in the automotive	
	located in Huadu, Guangzhou, China	4 China ranks as the world's third largest importer in WTO Annual Report
	5 Yorozu receives award for excellence in quality from Nissan Shatai	5 Nissan starts operation of the new Dongfeng Motor passenger car production base in Guangzhou
	5 YMEX acquires ISO/TS 16949: 2002 certification	Mitsubishi found to have concealed defects also in passenger cars
	8 Construction of the general office in SY completed	6 Pension System Reform Law established
	9 YE receives award from the Labor Standards Association at the fiscal 2004	
	Tsuruoka Regional Industry Health and Safety Event	10 Niigata Chuetsu Earthquake leaves 41 dead
	9 YE union chapter, a separate chapter of the SY labor union, is unionized	11 New bank notes issued (10,000-yen, 5,000-yen, and 1,000-yen notes)
	10 Business with Daihatsu starts	11 George W. Bush re-elected in the U.S. presidential election
		11 Road Traffic Law goes into effect with amendments providing for fines when cell phones are used while dri
		12 Allocation of individual traceability number for domestic beef cattle starts
		12 Daihatsu Auto Body begins full-scale operation of its Nakatsu Plant in Oita
		12 Outbreak of bird flu in Japan officially confirmed
		12 Indian Ocean Earthquake (Sumatra) leaves more than 300,000 dead
		*Consumer price drops for the fifth year. Japan is frequently hit by typhoons.
2005		
2005	Yorozu Service labor union formed	Automobile Recycling Law goes into effect
2005	Yorazu Service labor union formed YPW promotion division established	Automobile Recycling Law goes into effect Japan's share of new automobiles sold in the U.S. in fiscal 2004 exceeds 30%
2005		
2005	1 YPW promotion division established	1 Japan's share of new automobiles sold in the U.S. in fiscal 2004 exceeds 30%
2005	YPW promotion division established Yorozu announces its commitment to zero-emissions at Yokohama	1 Japan's share of new automobiles sold in the U.S. in fiscal 2004 exceeds 30%2 Kyoto Protocol comes into force
2005	YPW promotion division established Yorozu announces its commitment to zero-emissions at Yokohama Headquarters premises	 Japan's share of new automobiles sold in the U.S. in fiscal 2004 exceeds 30% Kyoto Protocol comes into force Chubu Centrair International Airport opens
2005	YPW promotion division established Yorozu announces its commitment to zero-emissions at Yokohama Headquarters premises CSR Promotion Committee formed	 Japan's share of new automobiles sold in the U.S. in fiscal 2004 exceeds 30% Kyoto Protocol comes into force Chubu Centrair International Airport opens Act on the Protection of Personal Information comes into force
2005	YPW promotion division established Yorozu announces its commitment to zero-emissions at Yokohama Headquarters premises CSR Promotion Committee formed Ceremony held to mark the 40th anniversary of labor unification	Japan's share of new automobiles sold in the U.S. in fiscal 2004 exceeds 30% Kyoto Protocol comes into force Chubu Centrair International Airport opens Act on the Protection of Personal Information comes into force JR Fukuchiyama Line derailment accident kills 107
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Year	Month Key Yorozu Events	Month Industry and General Events
2006	7 YMEX receives three awards from Nissan North America	9 Princess Akishino gives birth to Prince Hisahito
	8 Hitachi AP7000 computer installed	9 Land price in the three metropolitan areas rises for the first time in 16 years
	YTC holds a ceremony marking its 10th anniversary Yoyazu foundar, Palaura Shida papaga guayu, compagny funoral hold at Saiiii	Shinzo Abe Cabinet formed Output Description declines for the first time after MAMI
	9 Yorozu founder, Rokuro Shido passes away; company funeral held at Sojiji Temple in Yokohama on October 2	 Japan's population declines for the first time after WWII Japan and Indonesia reach a broad consensus on EPA
	11 YANA acquires ISO/TS 16949: 2002 certification	12 Amended Basic Act on Education passed
	11 YTC acquires ISO/TS 16949: 2002 certification	12 The number of cell phone subscriptions reaches 94.93 million in the end of December
	12 The 1st Global QC Contest held	
	12 G-YBM acquires ISO/TS 16949: 2002 certification	
2007	Honda Appreciation Award for Outstanding Quality received	1 Former Defense Agency given ministry status as the Japan Ministry of Defense
	3 YI announces its commitment to achieving zero-emissions	2 Shanghai stock market crash on Feb. 27 causes simultaneous decline in the global stock market
	4 YAT holds a ceremony marking its 20th anniversary	3 Taxi fare rises; base fare raised 60 yen to 690 yen
	7 YMEX receives the Nissan Supplier Quality Award 8 Decision made to transfer a part of YTC shares to Y-TEC	Gasoline retail price rises on a nation-wide scale Toyota becomes the most profitable company in the world
	9 Ceremony held in remembrance of Yorozu's first president Rokuro Shido at	5 Automobile NOx/PM Law amended to be enforced on January 1 the following year to strengthen measures against
	Yokohama Bay Sheraton Hotel	air pollution in seriously affected areas
	10 Yorozu participates in the 40th Tokyo Motor Show (Makuhari Messe)	5 National Referendum Law established
	10 G-YBM acquires ISO 14001 certification	6 Pension record-keeping problems revealed
	11 Yorozu is certified as an "Excellent Company in Waste Separation (Three Stars)" by the City of Yokohama	Daimler and Chrysler split; Ford sold off Social languages Appear unform related law and National Bublic Officers' Sustance reform related law passed.
	12 The 2nd Global QC Contest held	6 Social Insurance Agency reform related law and National Public Officers' Systems reform related law passed 6 Medium vehicle license; vehicle weight from 5 tons to less than 11 tons, max. capacity 3 tons to less than 6.5 tons, or
		carries 11 to 29 people
		9 Yasuo Fukuda Cabinet formed
		10 Postal service privatized and split; Japan Post Group established
		11 Crude oil price hike pushes up kerosene and gasoline prices
		12 U.S. government announces freeze of interest rates to mitigate the subprime mortgage crisis
2008	YMEX receives the Excellence in Development award from Honda Mexico	1 Law to partially amend the Automobile NOx/PM Law comes into force
	(HDM)	Sticker system for cars conforming to emissions standard under Automobile NOx/PM Law
	YANA receives the 2007 Quality and Delivery Award from Subaru of Indiana Automotive (CIA)	Chinese-made frozen <i>gyoza</i> (meat dumplings) revealed to contain poisonous pesticide A turning point price in the polar of property of free cabool guide.
	Automotive (SIA) 2 Yorozu joins the Japan Business Federation (Nippon Keidanren)	A turning point arises in the realm of pressure-free school curriculum Aegis warship collides with a fishing boat off the coast of Minami-Boso, Chiba
	3 YANA receives the Fiscal 2007 Delivery Award from Honda	4 Latter-Stage Elderly (75 years and older) Healthcare System starts
	Disposal of treasury stock through third-party allotment	4 Internal Control Reporting System adopted for listed companies
	4 Ceremony marking the 60th anniversary from Yorozu's founding	4 Quarterly financial reporting becomes mandatory for listed companies
	4 YMEX begins production and delivery of suspension parts for the Clio to	5 Massive earthquake (M8) occurs in Sichuan, China
	Renault Argentina and Colombia. 5 Yorozu engineering/technology presentation event held	Nissan announces its mid-term plan Nissan GT 2012 Japan and China agree on joint gas exploration of East China Sea
	YMEX receives Quality Award and Delivery Award from Denso Mexico	7 The 34th G8 Summit held in Toyako, Hokkaido
	6 President Akihiko Shido assumes the position of Chairman; Senior Vice	8 The 29th Summer Olympic Games held in Beijing
	President Kazumi Sato assumes the Presidency	9 Bankruptcy of Lehman Brothers (a U.S. investment bank) leads to a global stock market crash
	6 Organizational change; from R&D, Engineering Division to R&D Department	9 Taro Aso Cabinet formed, after a landslide victory in the LDP leadership election
	7 SY and YE begin supplying parts to Toyoda Iron Works for the Corolla Rumion	 Panasonic acquires Sanyo Electric Domestic automakers announce production cuts due to the global financial crisis, including lay-off of temporary workers
	10 YAT announces YANA's suspension of business in the medium-term business plan for North America	Domestic adult havers all founce production cuts due to the global marical crisis, including aly-on of temporary workers Application for "Fujisan" vehicle license plate starts in Yamanashi and Shizuoka Prefectures
	12 YAM's operation suspended; production transferred to YAT	12 Honda pulls out of F1 motor racing
	12 Large scale repair of factory roof at YT	12 U.S. President Bush announces 17.4 billion US dollar emergency federal loans to GM and Chrysler
	12 The 3rd Global QC Contest held (First held at Yokohama Headquarters in 2006)	12 BOJ lowers its key policy rate from 0.3% to 0.1%
	Internal control audit over financial reporting (J-SOX audit) begins	
2009	1 YTC begins delivery to SIAM KUBOTA	1 Osaka begins NOx/PM regulation on influx vehicles-diesel trucks and buses-based on Article 40 of Osaka
	YT begins supplying parts to Hino Motors	Prefectural Ordinance Concerning the Conservation of the Living Environment, etc.
	WS-J meeting held (every week on Wednesdays and Saturdays, with the	Number of new vehicle sales in 2008 at lowest level for the first time in 34 years
	president and officers as members) 4 Yorozu in the U.S. participates in support program in preparation for	Barack Obama inaugurated as the 44th president of the U.S., the first African-American president in U.S. history Sompo Japan Insurance and NIPPONKOA Insurance reach basic agreement on business integration
	bankruptcy of U.Sbased GM on June 1	3 10th anniversary of Renault-Nissan Alliance
	4 Limits on overtime work and reduction of business trips alongside significant	4 Start of eco-car incentive (tax reduction) that targets environmentally friendly vehicles for a period of three years
	reduction in general expenses	4 North Korea announces withdrawal from six-party talks
	5 YI suspends operations for three to four months in the first half of every fiscal	4 Novel H1N1 flu spreads and WHO raises the alert level to Phase 5
	year until fiscal 2011	Bankruptcy of major U.S. automobile manufacturer Chrysler
	Disclosure of J-SOX internal control reports begins Articles of Incorporation partially amended (such as deletion of phrases related.)	Ryosuke Irie sets new world record in swimming for men's 200 m backstroke Application of eco-point system for energy-saving home appliances begins
	to share certificates and shareholder registry) to reflect the resolution at the	Revised Pharmaceutical Affairs Law comes into effect
	shareholders' meeting regarding the introduction of anti-takeover measures	6 Bankruptcy of GM, the largest U.S. automobile manufacturer
	7 The medium-term business plan (five-year medium-term plan and financial	6 Fully blind pianist Nobuyuki Tsujii becomes the first Japanese to win the Van Cliburn International Piano Competition
	targets for fiscal 2014) featured in the newspapers	in the U.S.
	10 YT adopts full-curl method for the first time in REAR BEAM for Nissan LEAF and JUKE	
	YANA ceases operation and consolidated into YAT Yorozu Group in Japan attains ISO 14001 integrated certification	Toyota's Vice President Akio Toyoda appointed as president Japanese Experiment Module "Kibo" of the International Space Station completed
	12 Yorozu receives excellent supplier awards from GAC Honda and Dongfeng	Nissan's new global headquarters building in Yokohama City completed
	Honda Engine	8 Japan's first saiban-in (lay judge) trial held at Tokyo District Court
	12 The 4th Global QC Contest	8 Usain Bolt sets the 100 m world record of 9.58 seconds at the IAAF World Championships
	12 YAM closed	9 Consumer Affairs Agency established
		9 Yukio Hatoyama appointed as Japan's 93rd Prime Minister at a special Diet session, establishing the Hatoyama Cabinet
		 U.S. President Obama receives the Nobel Peace Prize The 41st Tokyo Motor Show 2009 shrinks in both duration and venue (Germany's Alpina and the U.K.'s Lotus, were
		the only overseas manufacturers exhibiting at the event)
		,

Year	Month Key Yorozu Events	Month Industry and General Events
2009		11 Toyota announces withdrawal from F1
		11 Employment offer rate of university students stands at 62.5%, similar to its worst period
		 Yen rises to a new high of 84 against the dollar for the first time in 14 years and 4 months Suzuki enters capital alliance with Germany's VW
		12 Ouzum o neo o odpica amenico vita i ocenna i y s vvv
2010	Headquarters undergoes regular audit for TS 16949 (registration of certification)	JAL files for application of Corporate Reorganization Act
	YO begins production of parts for the INFINITI QX80 and Nissan Serena G-YBM begins supplying parts to Zhengzhou Nissan	The 21st Winter Olympic Games held in Vancouver (February 12-28) Nissan starts production of new global compact car March in Thailand
	Testing and prototyping functions of the headquarters move to Tochigi and	Nesart starts production of new global compact can water first plant, RNAIPL in Chennai, India Renault-Nissan Alliance holds inauguration ceremony for its first plant, RNAIPL in Chennai, India
	integrated activities with YT begin	Renault-Nissan Alliance signs capital tie-up agreement with Germany's Daimler
	5 Announcement of financial results for fiscal 2009	4 Naoko Yamazaki leaves for space onboard the U.S. Space Shuttle and stays at the International Space Station
	5 Yorozu receives first order from Aisin Tohoku, for door parts of the Corolla	4 Oil spill in the Gulf of Mexico
	Articles of Incorporation partially amended (change to 13 directors)	4 Ministry of Economy, Trade and Industry (METI) announces the Next-Generation Vehicle Strategy 2010
	 SY marks its 40th anniversary Local supplier survey conducted (until July) for Yorozu JBM Automotive Tamil 	6 Prime Minister Yukio Hatoyama resigns; Naoto Kan appointed as Japan's 94th Prime Minister, establishing the Kan Cabinet 7 Democratic Party of Japan loses the House of Councilors election; ruling party loses the majority
	Nadu Pvt. Ltd. (YJAT) to be established in India	Chinese fishing boat collides with Japan Coast Guard's patrol vessels near the Senkaku Islands
	7 Wuhan Yorozu Bao Mit Automotive Co., Ltd. (W-YBM) established	9 China effectively prohibits rare earth exports to Japan
	8 YA moves its office to the production floor and suspends operations	9 Toyota announces agreement with Daihatsu on OEM supply of mini vehicles
	11 YO begins production of parts for the Nissan Elgrand and Nissan Quest	10 BOJ revives zero interest rate policy
	 YE begins delivery of Ractis parts to Kanto Auto Works (now Toyota Motor East Japan, or TMEJ) 	 Nissan begins production of the Nissan LEAF EV at Oppama Plant Tohoku Shinkansen fully opens
	11 The late Chairman Rokuro Shido's legacy of how Yorozu in Shonai came to	12 Nissan launches its first EV, the Nissan LEAF in the U.S.
	receive orders of suspension parts for Nissan is revealed	12 Nissan and Mitsubishi announce strengthening of business cooperation; jointly develop mini vehicles
	11 YTC champions in the QA kaizen activities (Division 3) of TCC (Toyota Group)	
	12 Yorozu receives new orders for Honda N-BOX's suspension and 780	
	MPa-grade high tensile arm is adopted	
	12 The 5th Global QC Contest 12 YJAT established	
	YMEX receives Honda de Mexico's award for excellent quality and delivery	
	 YMEX receives Nissan Mexicana Quality Award 	
	 YAT receives Mitsubishi's quality award 	
2011	1 Yokohama Headquarters undergoes renewal audit for TS 16949 (registration	China overtakes Japan in gross domestic product (GDP) to become the second in the world
	of certification)	1 Successful launch of H-IIB rocket; "KOUNOTORI" (HTV), an unmanned cargo transporter for the International Space
	1 R&D Dept., Engineering Dept., QA Dept., and others move out of Yokohama	Station (ISS), put into orbit
	Headquarters to YT premises 1 Yorozu receives Kubota Farm and Industrial Machinery Consolidated Division	 Toyota leads for third consecutive year in number of global new vehicle sales Great East Japan Earthquake occurs; designation of warning zone within 20 km radius of Fukushima Daiichi Nuclear
	General Manager award	Power Station; five municipalities outside the warning zone designated as planned evacuation zones
	1 YI leases a part of its factory to AK Transport Service (ATS) to improve	5 Osama bin Laden killed by U.S. military and others in northern Pakistan
	earnings; receives a request from Oriental Land for fabrication of 180 sets of	6 Nissan and Mitsubishi establish joint venture (NMKV) for mini vehicle business
	safety bars for rides	6 President Obama announces partial withdrawal of U.S. troops from Afghanistan
	 YJAT starts operations and begins production of suspension parts for Renault-Nissan's Micra and Sunny 	Ogasawara Islands designated a World Natural Heritage site Hiraizumi designated a World Cultural Heritage site
	3 Rolling blackout handled after Great East Japan Earthquake (until April)	6 Nissan announces new mid-term business plan Nissan Power 88
	4 YT begins supplying parts to Toyoda Iron Works	7 Italy's Fiat acquires management rights of U.Sbased Chrysler
	5 G-YBM begins supplying parts to GAC Toyota	7 High-speed rail collision in China, with some carriages falling off the viaduct
	Completion ceremony of W-YBM Decision made to establish production site in Indonesia (YAI)	7 Japan shifts completely to digital terrestrial television broadcasting, except for the three prefectures struck by the Great East Japan Earthquake
	11 W-YBM begins supplying parts for C platform to Dongfeng Nissan and NV200	8 Nissan Motor Kyushu Co., Ltd. established
	parts to Zhengzhou Nissan	8 Decision to present the People's Honor Award to Nadeshiko Japan, which won the FIFA Women's World Cup in Germany
	11 Yorozu receives certification from Yokohama City as an excellent business in	8 Yoshihiko Noda from the Democratic Party of Japan selected as the new Prime Minister
	3R activities at Yokohama Headquarters premises	10 Major flooding in Thailand causes disruption and suspension of operations at major Japanese companies (Honda, Toucha Mitto high), etc.) from October 4.
	YO begins production of parts for Mazda CX-5 YI begins mass production of parts for the N series	Toyota, Mitsubishi, etc.) from October 4 10 Nava Nakom Industrial Zone, which houses 100 Japanese companies, breached by flood
	11 YO leases some sections of the factory zone	10 METI and the Ministry of Land, Infrastructure, Transport and Tourism announce new fuel efficiency standards for
	12 Yorozu participates in the 42nd Tokyo Motor Show (Tokyo Big Sight)	passenger cars; set the average fuel efficiency per vehicle as 20.3 km per liter of gasoline by fiscal 2020
	12 Yorozu begins production of REAR AXLE BEAM and FRONT LOWER ARM for	10 Government of Japan and BOJ conduct large-scale foreign exchange intervention of 8 trillion yen; yen records a
	Honda N-BOX; world's first adoption of tailor welded blanking 12 The 6th Global QC Contest	postwar high of 75.32 against the dollar 12 Birth of YOKOHAMA DeNA BAYSTARS
	W-YBM and YJAT begin developing J-SOX internal control system	12 North Korea announces General Secretary Kim Jong II's death and Kim Jong-Un as his successor
	First order of assembly equipment from Kanto Auto Works	12 Start of new eco-car subsidy
2012	Regular audit for TS 16949 (registration of certification)	TEPCO announces electricity rate raise for commercial customers, the first time in 32 years, taking effect in April
	YT receives Kubota Farm and Industrial Machinery Consolidated Division	1 U.Sbased GM announces the number of global new vehicles sold in 2011, becoming the global leader for the first
	General Manager award	time in four years
	PT. Yorozu Automotive Indonesia (YAI) established; YAI obtains BKPM investment license and benins operations at Javarta office.	Toyota announces plug-in hybrid vehicle Prius PHV that can be charged using a household electric outlet Nissan announces introduction of next-generation vehicle engineering concept Nissan Common Module Family (CMF)
	investment license and begins operations at Jakarta office 2 Yorozu receives first order for splash guards for VW	 Nissan announces introduction of next-generation vehicle engineering concept Nissan Common Module Family (CMF) Japan's first low-cost carrier (LCC) Peach Aviation commences flight service
	Decision made to establish Y-Ogura Automotive (Thailand) Co., Ltd. (Y-OAT)	3 Government of Greece defaults on bond debt
	2 W-YBM begins supplying D platform parts to Dongfeng Nissan and CR-V	4 First crested ibis chick hatched in the wild in Japan in 36 years
	parts to Dongfeng Honda	5 TOKYO SKYTREE opens
	 Decision made to establish a second base in Mexico, Yorozu Automotive Guanajuato de Mexico, S.A. de C.V. (YAGM) 	 Hino begins operation of Koga Plant in Ibaraki Prefecture Ministry of Land, Infrastructure, Transport and Tourism decides to expand the issuance of "Gotochi" local vehicle
	Yorozu receives Honda Development Award for N series tailored beam	license plates, starting from fiscal 2014
	3 SY/YE begins delivery of Corolla's door parts to Aisin Tohoku and Corolla parts	7 TEPCO raises electricity rates for households, the first time in 32 years
	to FTS	7 The 30th Summer Olympic Games held in London
	YTC begins delivery of parts to Suzuki Motor (Thailand) YAGM established and begins delivery of parts to Nissan Mexicana	7 Toyota Motor East Japan established (merger of three companies: Kanto Auto Works, Central Motor, and Toyota Motor Tohoku)
	o imaini ostaulisi isu ai lu uggii is ugiingi y ui pai tš tu Nissati Nexitati ki	words to and

Year	Month	Key Yorozu Events	Month	Industry and General Events
2012	3	G-YBM receives cost cooperation award from GAC Toyota Engine	8	Germany's VW acquires 100% of Porsche's shares, making Porsche a fully owned subsidiary
	3	Recall of Honda CRV 2006 model year handled	8	A consumption tax bill passed
		Y-OAT established; a third base in Thailand		Third Reshuffled Noda Cabinet formed
	4	Yorozu begins working on collar-less/fail-safe structure for suspension arms YO begins production of NV350 Caravan parts for Nissan Shatai Kyushu		U.S. military deploys 12 Osprey aircraft Professor Shinya Yamanaka of Kyoto University receives the Nobel Prize in Physiology or Medicine (attends award
	4	Renewal audit for ISO 14001	10	ceremony in December)
	4	YI begins supplying parts to Kubota	11	Xi Jinping assumes position of general secretary in China, establishing the Xi Jinping administration
	4	YI begins recruitment of new employees (subsequently, undertaken every year	12	Shinzo Abe of the LDP appointed as Prime Minister at a special Diet session, establishing the Abe Cabinet
	_	to adjust manpower composition; four hired in fiscal 2012)		
		YAI holds groundbreaking ceremony and begins construction of factory Production of Duster parts begins in India for the Renault project		
		Articles of Incorporation partially amended (change to 21 directors or less);		
		continuation of anti-takeover measures		
		Local supplier survey conducted for the establishment of YAI in Indonesia		
		SY/YE begins delivery of parts for Toyota FJ Cruiser to Toyoda Iron Works YO begins production of parts for Mazda Atenza		
		Yorozu begins production of Honda Accord's FRONT LOWER ARM and		
		REAR UPPER ARM in the U.S.		
	8	YI donates Asahi student newspapers to nearby elementary and junior high		
	۵	schools; continues every year Yorozu Automotiva do Brasil Ltda. (YAB) established as a production base in		
	9	Brazil		
	9	Lines transferred due to reorganization of processes at Nissan (major change		
		in division of production between Nissan and Yorozu); reduction in YT's sales		
	11	Opening ceremony held for YJAT YEST marks its 10th anniversary		
	11	YO begins production of parts for Nissan Note		
	12	The 7th Global QC Contest		
	_	YMEX receives quality award from Honda de Mexico		
	_	YMEX receives quality award from Nissan Mexicana		
	_	YAT receives quality award and delivery award from HMMUSA YAT selected as a finalist for quality award of Nissan North America		
	_	YA closes Detroit office and relocates to Tennessee		
2013	1	Yorozu Headquarters undergoes regular audit for TS 16949 (registration of	1	Employees, including Japanese citizens, of plant construction and engineering company JGC attacked by an armed
		certification)		group in Algeria, resulting in the death of ten Japanese
	1	Yorozu receives Kubota Farm and Industrial Machinery Consolidated Division	3	Haruhiko Kuroda assumes position of governor of BOJ
		General Manager Bronze award		Bomb terrorism at Boston Marathon in the U.S.
		Local supplier survey conducted for the establishment of YAB in Brazil Fully automated line for the X-Trail implemented	4	Eight major passenger car manufacturers in Japan announce the total number of vehicles produced in Japan in 2012, which has recovered to the level of 9 million vehicles
		YAI closes Jakarta office and begins operation at the office in Karawang plant	5	NMKV, the joint venture between Nissan and Mitsubishi, holds off-line ceremony for new mini vehicle
	3	SY/YE begins delivery of Skyline parts to KYB Trondule	6	Ministry of Land, Infrastructure, Transport and Tourism announces approval for 15 local governments, companies, and
	4	Chairman Akihiko Shido awarded the Order of the Rising Sun, Gold Rays with		other organizations nationwide to drive ultra-compact vehicles, which are smaller than mini vehicles, on public roads
	4	Rosette (Kyokujitsusho) An SY/YE employee enrolls in Toyota East Japan Technical Skills Academy	6	Shohei Ohtani, pursuing a career as a two-way player at Nippon Ham, plays as the starting pitcher in a game against Chunichi
		(the first-year class)	6	Mount Fuji designated as a World Cultural Heritage site
	4	Yorozu receives first order of suspensions for Renault KWID	6	Four motorcycle manufacturers in Japan decide to state WMTC-based fuel consumption values in product catalogs
	-	Y-OAT begins operation		starting July
	6	YMEX begins production and delivery of the Note's suspension parts for Nissan Motor Manufacturing (UK)		Daihatsu's Executive Vice President Masanori Mitsui assumes position of president National Diet of Japan Fukushima Nuclear Accident Independent Investigation Commission recognizes the
	7	Yorozu receives Nissan Global Quality Award	,	Fukushima Daiichi Nuclear Power Station accident as a manmade disaster
		YT begins using servo torches for Honda FIT and VEZEL parts	7	Honda begins operation of Yorii Automobile Plant
		YT begins delivery of parts for Honda FIT	7	Seoul High Court orders Nippon Steel & Sumitomo Metal (now Nippon Steel) to compensate former wartime laborers
	8	Yorozu begins production of FRONT SUBFRAME and FRONT LOWER ARM for Honda Accord in China	7	Detroit, the U.S. city where GM has its headquarters, goes bankrupt, filing for application of Chapter 9 of the Federal Bankruptcy Code
	8	Functional axes and YT jointly hold summer festival	7	The Liberal Democratic Party and Komeito achieve an overwhelming victory in the House of Councilors election,
	8	YO begins production using the X-Trail welding line transferred from Nissan		regaining the majority for the first time in three years
		Yokohama Plant	-	Suzuki reaches basic agreement with Nissan and Mitsubishi for OEM supply of kei (light) commercial vehicles
		G-YBM receives NQA award from Dongfeng Nissan YAI begins supplying parts to PT. Nissan Motor Indonesia		Tokyo selected as the host city for the 2020 Olympic and Paralympic Games Record heavy rains from Typhoon No. 26
		YAI begins supplying parts to PT. Honda Prospect Motor and PT. Suzuki		Act on Punishment of Acts Inflicting Death or Injury on Others by Driving a Motor Vehicle, etc. passed; scope of
		Indomobil Motor		dangerous driving causing death or injury expanded, and punishments for traffic accidents caused while under the
		YAT begins delivery as Nissan USA starts production of the Rogue		influence of alcohol, drugs, etc. toughened
	11	Yorozu participates in the 43rd Tokyo Motor Show (Tokyo Big Sight) Yorozu receives first order for vehicle body functional parts for Toyota Motor	11	Six countries, including the U.S. and European countries, agree to loosen economic sanctions on Iran in return for scaling back its nuclear development
		East Japan	12	U.S. Department of the Treasury sells all GM shares in its possession, ending the nationalization of GM
		SY plant 2 closed		
	11	Assembly line at YMEX enhanced as Nissan Mexicana starts operation of		
	10	Aguascalientes Plant 2 YI begins separating smoking and non-smoking areas, creating a smoking		
	12	room outside the building		
	12			
	12	G-YBM receives most excellent cooperation award from Dongfeng Nissan		
	12	The 8th Global QC Contest YAI and Y-OAT begin developing J-SOX internal control system		
	_	Yorozu establishes the Global Launching Team (GLT); support launches at YAI,		
		Y-OAT, and YAGM		

Year	Month Var. Variation Comba	Month Industry and General Events
_	Month Key Yorozu Events	Month Industry and General Events
2013	 Adoption of 3D printers; begins making small inspection jigs from resin Feasibility study of third base in China (to enhance the existing two bases in 	
	Wuhan and Guangzhou)	
204.4	- 1:	
2014	 Joint renewal audit for all sites in Japan for TS 16949 (registration of certification) YMEX begins production and delivery of suspension parts for VW Golf A7 	1 Italy's Fiat announces its intention of making Chrysler, which is under its umbrella, a wholly owned subsidiary. Fiat becomes the world's 7th largest automobile manufacturer
	Yorozu begins production of FRONT SUBFRAME, FRONT LOWER ARM, and	Kei (light) vehicles set a new record high in the number of domestic new vehicle sales for the second consecutive
	REAR BEAM for Honda FIT in Mexico	year, dominating 40% of the market
	2 Yorozu receives first order of parts for Toyota IMV	2 Yuzuru Hanyu wins the gold medal for men's figure skating at the 22nd Winter Olympic Games held in Sochi
	2 Opening ceremony held for YAI	2 Honda begins operation of Celaya Auto Plant in Mexico
	2 Heavy snow damages roof beam in the southern section of YT's press plant	3 Russia annexes Crimea
	3 E-mail system in Japan shifted to the cloud (Office 365)	4 Consumption tax raised from 5% to 8%
	3 W-YBM receives logistics improvement award from Nissan China	4 Haruko Obokata holds press conference after falsification was found in academic paper on STAP cells
	3 Yorozu receives Mazda Quality and Delivery Recognition Award	5 Eight major Japanese auto makers and Japan Automobile Research Institute establish the Research Association of
	3 YMEX begins production and delivery of NV200 EV suspension parts to	Automotive Internal Combustion Engines (AICE) for joint development of new engines
	Nissan Motor Ibérica	6 Golfer Hideki Matsuyama wins his first PGA tour
	3 SY ends production at plant 2	7 Prime Minister Abe announces Cabinet Decision recognizing the right to collective self-defense
	Department for promoting environmental operations changed from CSR Promotion Office to Internal Auditing Office	Kei Nishikori becomes the first Japanese tennis player to advance to the men's singles finals in the US Open Mount October leasted at the barder between Negane and Cife Defeatures, white
	Development expatriates stationed in China and India	 Mount Ontake, located at the border between Nagano and Gifu Prefectures, erupts Isamu Akasaki, Hiroshi Amano, and Shuji Nakamura receive the Nobel Prize in Physics for the invention of blue
	Yorozu receives Isuzu Quality Achievement Award for fiscal 2013	light-emitting diodes
	Yorozu receives Mazda Quality Award for Consecutive Zero Defects	10 World Health Organization (WHO) announces that more than 10,000 people have been infected with the Ebola
	5 Yorozu receives Nissan Shatai Quality Contribution Award	hemorrhagic fever
	5 YO begins production using the Serena welding line transferred from Nissan	12 Toyota launches the new Mirai, the world's first mass-production sedan-type fuel cell vehicle
	Yokohama Plant	
	5 YT introduces AGVs and begins unmanned transfers	
	5 Workshops for developing QC Master Trainers held (beginner, intermediate,	
	and qualified levels)	
	5 Yorozu Global Technical Center (YGTC) opens; solar panels installed on rooftop	
	5 Yorozu expands business for Renault and receives orders for parts	
	6 ISO 14001 certification attained	
	6 YI begins production of tank frames and bands for Toyota Mirai	
	6 YI begins production of splash guards for Honda N-BOX	
	6 YAT receives Hino Quality Excellence Award from HIMMUSA	
	7 Yorozu receives Nissan Global Quality Award 7 Yorozu Global Technical Center (YGTC) established	
	7 YMEX receives quality award from Nissan Mexicana	
	8 Y-OAT receives Hino Quality Improvement award	
	9 Yorozu receives first order for SUSPENSION ARM for Fuji Heavy Industries (now Subaru)	
	10 Toyota begins production of the Mirai; Yorozu receives orders for vehicle body parts	
	10 Nissan USA starts production of the Murano; YAT begins delivery	
	10 YAB begins production of parts for Nissan March and Versa	
	10 YANA begins leasing of building	
	11 G-YBM marks its 10th anniversary	
	11 Opening ceremony held for Y-OAT	
	11 YO awarded by Mazda for 12 months of zero defects	
	12 G-YBM receives excellent supplier award from Dongfeng Nissan	
	12 The 9th Global QC Contest held at new YGTC	
	YAGM and YAB begin developing J-SOX internal control system VEST introduces the cost of the face machining contex and are set each of	
	 YEST introduces two sets of five-face machining center and one set each of vertical and horizontal machining center 	
	Company video introducing the late Chairman Rokuro Shido's legacy and the	
	background of suspension business development with Nissan exhibited	
	·	
2015	Joint regular audit for all sites in Japan for TS 16949 (registration of certification)	1 Aoyama Gakuin University emerges as overall winner of Hakone Ekiden for the first time
	W-YBM undergoes Daimler PA audit SV/VE begins delivery of M/C processed backglate to TBV	1 Japan Automobile Dealers Association and Japan Mini Vehicles Association announce that <i>kei</i> (light) motor vehicles
	SY/YE begins delivery of M/C processed backplate to TBK Vocas uppoins production of EDONES UREDAME, EDONE LOWER ADM, and	made up 40.8% of the number of domestic new vehicle sales in 2014, exceeding 40% for the first time
	 Yorozu begins production of FRONT SUBFRAME, FRONT LOWER ARM, and REAR BEAM for Honda VEZEL (HR-V) in Mexico 	 European Central Bank (ECB) decides to adopt quantitative easing for the first time Renault-Nissan Alliance and AVTOVAZ establish AVTOVAZ-RENAULT-NISSAN Purchasing Organization (ARNPO)
	G-YBM completes its third phase expansion	that merges their purchasing activities
	3 YGTC expands testing area	2 Japan's total population shrinks for the first time, based on the preliminary counts of the simplified census
	3 Yorozu enhances its shareholder incentive plan	3 Tennis player Kei Nishikori rises to 4th in world ranking, his personal best
	3 New medium-term business plan announced	3 Hokuriku Shinkansen begins service between Nagano and Kanazawa Stations
	3 Yorozu receives quality award for fiscal 2014 from Toyota Motor East Japan	3 Trilateral meeting of foreign ministers from Japan, China, and South Korea held for the first time in three years
	3 W-YBM receives logistics kaizen award from Nissan China	4 Emperor and Empress visit Palau
	3 YO and YC receive Mazda Quality and Delivery Recognition Award	4 Increase in vehicle tax for kei (light) motor vehicles
	4 Renewal audit for ISO 14001	5 UNESCO recommends registration of 23 facilities such as Hashima (a.k.a. Gunkanjima) comprising the Sites of
	4 YPW (Yorozu Production Way) Department established	Japan's Meiji Industrial Revolution as a World Cultural Heritage site
	4 Prototype Section transferred to YT to strengthen development capabilities for	5 Toyota and Mazda reach basic agreement on business partnership
	new models (to incorporate manufacturing engineering performance) 4 YAB receives first order of suspension parts for Renault KWID	 Nissan begins production of the new Altima at Smyrna Plant in Tennessee, U.S. Isuzu appoints Executive Vice President Masanori Katayama as president, and President Susumu Hosoi as chairman
	YAB receives lirst order of suspension parts for Heriault KWID SY/YE begins delivery of parts for the Aqua export model to Aisin Tohoku	6 Revised Public Offices Election Act, which lowers the voting eligibility age to 18, passed
	SY/YE receives fiscal 2014 operation improvement excellence award from	Honda appoints Takahiro Hachigo as president and CEO
	TBK	6 Suzuki appoints Osamu Suzuki as chairman (CEO), and Executive Vice President Supporting CEO/Global Marketing
	5 Pipe beam adopted in Renault vehicles for the first time	Toshihiro Suzuki as president (COO)
	5 SY/YE begins delivery of parts for large- and medium-sized trucks to Hino	7 U.S. and Cuba resume diplomatic ties after 54 years
	6 W-YBM completes its second phase expansion	7 Sites of Japan's Meiji Industrial Revolution designated as a World Heritage

Year	Month	Key Yorozu Events	Month	Industry and General Events
015	6	Opening ceremony held for YAB	8	Suzuki announces termination of capital and business alliance with Germany's W
	6	YI participates in the city-wide clean-up campaign of Nagoya City	9	U.Sbased Ford sells all Mazda shares, terminating capital alliance
		(subsequently, participates every year)		Germany's VW cheating in emission gas tests brought to light due to notification from EPA
		Global YPW meeting held in Shonai		China abolishes one-child policy
			11	•
	6	Yorozu switches to a company with an audit and supervisory committee Production of components (tail gate) for the Sienta (welfare vehicle) begins for	11	Series of terrorist attacks in Paris, France Paris Agreement adopted at COP21
	0	Toyota Motor East Japan		U.S. decides to lift zero interest rate, raising the federal funds rate for the first time in nine years and six months
	7	Yorozu receives Nissan Global Quality Award		
	7	Yorozu receives Nissan Japan Regional Quality Award		
	7	SY/YE begins delivery of parts for the Sienta to Aisin Tohoku		
	7	Yorozu begins production of FRONT LOWER ARM for Suzuki Ciaz in Thailand		
		YI recognized as an Excellent Ecology Workshop by Nagoya City		
	8	YI holds 10th anniversary ceremony and hananoki (Japanese red maple) tree		
		planting ritual		
	8	YE receives order for dies for Toyota Motomachi Plant W-YBM introduces pendulum-type feeder		
		Yorozu begins production of parts for the Duster OROCH for the Renault		
		project in Brazil		
	9	SY/YE begins delivery of Sienta parts to Kojima Industries		
	9	YAGM attains ISO 14001 certification		
	10	Operation of backbone LN system begins at YC, YT, YO, and YS		
	10	Development of technology to reduce weight by 20% or more through use of		
		ultra-high-tensile materials		
		Yorozu participates in the 44th Tokyo Motor Show (Tokyo Big Sight)		
	10	Yorozu Automotive Alabama (YAA) established		
		SY/YE wins new orders for C-HR door parts from Aisin Tohoku		
	10	Feasibility study of second production base in the U.S. (decision at board meeting to establish YAA)		
	10			
	10	YO recognized as a business volunteering in fire-fighting activities of Nakatsu City		
	11	Yorozu receives first order from Germany's Daimler		
	11	Development expatriates stationed in Mexico		
	11	YI begins sponsoring the Minato Ward resident's festival in Nagoya City (held		
		every year)		
		The 10th Global QC Contest		
	12			
	-	Yorozu begins companywide risk and compliance audits on a full scale		
	_	YAT receives quality award and delivery award from HMMUSA YMEX receives Regional Quality Award from Nissan North America		
	_	YMEX receives Quality Award from Nissan Mexicana		
	_	G-YBM receives China Regional Quality Award from Dongfeng Nissan		
	_	W-YBM receives Supplier Excellence Award from Zhengzhou Nissan		
	_	G-YBM receives Supplier Excellence Award from Honda		
	-	W-YBM receives Supplier Excellence Award from Dongfeng Honda		
016	1	Joint regular audit for all sites in Japan for TS 16949 (registration of certification)	1	Six countries, including the U.S. and European countries, lift sanctions on Iran
		G-YBM receives Supplier Excellence Awards from GAC Honda and Dongfeng	1	
		Honda Engine		U.S. President Obama becomes the first sitting president to visit Cuba in 88 years
	1	YE begins operation of backbone LN system	4	Full liberalization of the electricity retail market
	1	W-YBM receives Supplier Excellence Award from Zhengzhou Nissan	4	Earthquakes with seismic intensity of 7 in Kumamoto
	1	YI recognized as an Excellent Ecology Workshop by Nagoya City	4	Mitsubishi announces that it has falsely claimed fuel efficiency of four kei (light) vehicle models to be better than actual
	1	W-YBM begins business with Donfeng Renault to supply suspension parts for		figures
		the Kadjar and Koleos		175 countries sign the COP21 Paris Agreement
		Yorozu receives Kubota Silver Award as Excellent Supplier Yorozu begins production of Kadjar parts for the Renault project in China		Total fertility rate in 2015 rises for the first time in two years G7 Ise-Shima Summit held
		YAA holds groundbreaking ceremony (begins construction of building in	_	U.S. President Obama visits Hiroshima
		February and opens temporary office in September)		Suzuki announces that fuel efficiency data of vehicles sold in Japan were measured using a method different from
	2	YO begins production of parts for Mazda CX-9		government regulations
		Yorozu receives Certificate of Quality Appreciation from Toyota Motor East	6	Prime Minister Abe announces postponing of raising consumption tax to 10%
		Japan (second time)	7	The National Museum of Western Art in Ueno, Tokyo designated as a UNESCO World Cultural Heritage site
	3	Yorozu receives Isuzu Quality Achievement Award for fiscal 2015	8	Toyota makes Daihatsu into a fully owned subsidiary
	3	Industry-academia collaboration with the National Institute of Technology (NIT),	8	The 31st Summer Olympic Games held in Rio de Janeiro (August 12-21)
		Tsuruoka College	8	
	4	YO takes in the facilities of Aisin Kyushu—which suffered damage from the		U.Sbased Ford exits from business in Japan, ending a chapter of approximately 90 years in its history
		Kumamoto earthquakes— in an area of its production floor, shipping dock,	10	Mitsubishi joins the Renault-Nissan Alliance as Nissan becomes its largest shareholder
		and office for four months; Yorozu Group assists in the relocation and installation of equipment as well as production	10	Japan Tourism Agency announces that foreign visitors to Japan in 2016 exceeded 20 million for the first time Paris Agreement comes into effect
	5	Yorozu announces record sales of 172,797 million yen and record operating		Paris Agreement comes into effect Republican Donald Trump wins U.S. presidential election
	J	income of 10,015 million yen for fiscal 2015	11	repaired, solidar italiip tiilio olo, productitali doutat
	5	Chairman Akihiko Shido assumes the position of chairman of JAPIA		
		Chairman Akihiko Shido assumes the position of chairman of JAPIA Yorozu receives fiscal 2016 Nissan Shatai Quality Contribution Award		
	5			
	5 6	Yorozu receives fiscal 2016 Nissan Shatai Quality Contribution Award		
	5 6 6	Yorozu receives fiscal 2016 Nissan Shatai Quality Contribution Award YO begins production of parts for Nissan Armada YTC marks its 20th anniversary YAGM completes expansion of its factory and receives orders for Toyota		
	5 6 6	Yorozu receives fiscal 2016 Nissan Shatai Quality Contribution Award YO begins production of parts for Nissan Armada YTC marks its 20th anniversary		

ır	Month	Key Yorozu Events	Month	Industry and General Events
6		Ken Shido assumes the position of representative director and president		,
		Kazumi Sato assumes the position of vice chairman		
		YS relocates its head office inside YC's headquarters (1-1 Ichibafujimi-cho,		
		Tsurumi-ku, Yokohama → 3-7-60 Tarumachi, Kohoku-ku, Yokohama)		
	7	Implementation of production management system LN (BAAN) completes at all		
	7	sites; the use of a standardized system across all sites increases global efficiency		
		YT receives first order for parts from Fuji Heavy Industries (parts for the Impreza) YO begins production of parts for Nissan Serena C27 using Yorozu's first		
		jidoka assembly line		
	7	YMEX receives Nissan North America Regional Quality Award		
		Yorozu receives Nissan Global Quality Award		
	8	As production of parts for Nissan Note shifts from YO to Nissan P Plant to bring production in-house, the facilities are transferred to Oppama; as a result,		
		some equipment and dies were taken to YT		
	8	YI begins production of CROSS MEMBER and additional five parts for the		
		Land Cruiser 70		
	8	YT adopts Eye-Robo in 700/400t tandem line and begins mujinka (unmanned)		
	0	production VAT marks its 20th apply suspen.		
		YAT marks its 30th anniversary TMM held in the U.S.		
		SY becomes a fully owned subsidiary of Yorozu		
		SY begins delivery of C-HR door parts to Aisin Tohoku		
	10	YO begins 3-shift production due to increased production at Nissan Shatai		
	10	Kyushu and the second <i>jidoka</i> assembly line goes into operation for the Qashqai		
		W-YBM passes Daimler's VDA audit and officially approved to receive orders YAI attains ISO 14001 certification		
	10	The Lexus production begins; Yorozu receives orders for battery case		
	11	Yorozu receives orders for Lexus dies for delivery to Toyota Motomachi Plant		
	11	YAT begins delivery of LOWER ARM for the Impreza (first suspension part		
	40	ordered by Fuji Heavy Industries, now Subaru)		
	12	YMEX begins production and delivery of Mycra suspension parts for Renault Le Mans Plant (production support for a limited period)		
	12	Suzuki begins production of the Swift (4WD); Yorozu receives orders for REAR AXLE		
	12	Karakuri kaizen contest held (YPW)		
	12	Aichi Prefecture recognizes YI's declaration of Aichi CO2 Reduction Manifesto		
	10	2020 The 11th Global QC Contest		
	_	Declaration of state of emergency in quality (Quality Assurance Department)		
	-	YMEX receives quality award from Nissan		
	-	YMEX receives Quality Award from Nissan Mexicana		
	_	YAT receives Quality Excellence Award from HMMUSA		
		Joint regular audit for all sites in Japan for TS 16949 (registration of certification)	1	EPA raises suspicions about exhaust gas fraud by Flat Chrysler Automobiles and issues notice of violation of Clean Air Act
		Operation of backbone LN system begins at SY and YI		U.K. Prime Minister Theresa May announces total withdrawal from EU
		YAA begins operation at its plant YAGM completes expansion		Republican Donald Trump inaugurated as president of the U.S. Toyota and Suzuki conclude memorandum toward business partnership
		Transition audit for IATF 16949		Launch of Premium Friday campaign aimed at encouraging consumption, etc.
	2	YI begins employment of staff 65 years old and above	3	Category of "semi-mid-sized motor vehicle" added, leading to the establishment of semi-mid-sized motor vehicle
		YAB begins production of parts for Honda WR-V		licenses and provisional semi-mid-sized motor vehicle licenses as licenses for this category; kei (light) motor vehicles that
		YAB begins production of parts for Honda City and FIT Yorozu receives Certificate of Quality Appreciation from Toyota Motor East		are deemed to be semi-mid-sized motor vehicles with a gross weight of at least 3.5 tons and below 7.5 tons can be given a white vehicle registration plate, starting with special license plates related to national events such as the Tokyo
	3	Japan for third consecutive year		Olympics; license plates with local designs from 41 regions in Japan also expected to start in around October 2018
	3	Yorozu receives Isuzu Quality Achievement Award for fiscal 2016	4	Nissan appoints CCO Hiroto Saikawa as its president and CEO
	3	All members of YPW Department stationed at YAT for profit improvement		Fuji Heavy Industries changes its name to Subaru Corporation
	^	activities (until August)		U.S. President Trump meets with President Xi of China for the first time
		W-YBM begins installation of Daimler line Audit for transition to ISO 14001:2015		U.S. President Trump announces withdrawal from Paris Agreement Toyota's Senior Managing Officer Soichiro Okudaira assumes position of president at Dalhatsu
		W-YBM delivers OTS products (product design verified) to Germany's Daimler		Takata files for the Civil Rehabilitation Act
		for the first time		Toyota's Managing Officer Yoshio Shimo assumes position of president & CEO at Hino
	4	YAT begins operation of Honda Odyssey jidoka line and delivery (first time	7	French government announces policy to prohibit the sale of gasoline and diesel vehicles by 2040; the U.K.
	A	using the jidoka line for production in the U.S.) Yorozu adopts collarless fail-safe arm for Renault KWID for the first time	7	government also announces a ban on gasoline and diesel vehicle sales from 2040 onward Decision made to designate the Sacred Island of Okinoshima and Associated Sites in the Munakata Region in
		YAB receives excellence award for new vehicle development from Honda	,	Fukuoka Prefecture as a World Cultural Heritage site
		YAB begins production of parts for Nissan Kicks		Toyota and Mazda announce business and capital alliance
		YAB begins production of parts for Renault Duster and Captur		Shinzo Abe appointed as Japan's 98th Prime Minister at a special Diet session, establishing the Fourth Abe Cabinet
	5 5	YAI begins supplying parts to PT. Fuji Seat Indonesia YE completes expansion of its factory	12	Giant panda Xiang Xiang makes public debut at Ueno Zoo in Tokyo
		Yorozu reviews the terms of payments to suppliers under the voluntary action		
		plan of JAPIA for trade fairness		
	5	Y-OAT attains ISO 14001 certification		
	5	Yorozu announces increase in ordinary dividends for the 11th consecutive fiscal year		
	5 6	Yorozu receives Nissan Shatai Development Contribution Award Yorozu receives machinery and equipment community silver award from Kubota		
	6			
	,	expansion		
	6	Yorozu receives first order of <i>kei</i> (light) motor vehicle suspension for Daihatsu		
	6	YAB begins production of parts for Renault KWID		

Year	Month	Key Yorozu Events	Month Industry and General Events
Year 2017 2018	77 77 77 77 77 77 77 77 77 77 77 77 77	Yorozu participates in the 45th Tokyo Motor Show (Tokyo Big Sight) Yorozu receives machinery and equipment bronze award from Kubota YMEX receives Quality Award from Nissan Mexicana Details of stock option issuance established The 12th Global QC Contest YAB receives excellence award for new vehicle development from Honda Brasil Toyota's Executive Vice President Mitsuru Kawai visits YE and gives a lecture YMEX installs large 1200 t BL press YAGM participates in JICA project (throughout the year) G-YBM receives cost excellence supplier award from GAC Honda (fiscal 2017) W-YBM receives Supplier Excellence Award from Zhengzhou Nissan (fiscal 2017) YAGM begins delivery of parts for VW Tiguan (mass production of 980 MPa- materials using 3500t TF press) YAGM installs third line for VW Tiguan and Jetta YAGM begins production of pedals for Nissan NP300 Opening ceremony held for YAA (15% capital participation by Sumitomo Corporation) Company briefing for suppliers held Yorozu receives Isuzu Quality Achievement Award (fiscal 2017) Yorozu receives Isuzu Quality Achievement Award (fiscal 2017) Yorozu receives Isuzu Quality Achievement Award from Honda Brasil (fiscal 2017) YC makes YAI into a fully owned subsidiary by increasing its equity stake through acquisition of shares from Marubeni Automotive using cash investment W-YBM begins mass production of parts for the INFINITI QX50 for delivery to Dongfeng Nissan Dalian Plant UAT begins supplying parts to U.S-based Ford, beginning production of engine parts Yorozu marks its 70th anniversary and the ceremony held Factory Smart Work Committee established Renewal audit for ISO 14001 YAT receives HMMUSA Quality Excellence Award YAA begins production of LOWER ARM for Subaru Ascent Trackes letter of appreciation from the Mayor of Oyama for being a group that supports wetland conservation of Watarase-yusuichi YAT begins production of PLATE for Honda N-VAN YTC selected as finalist for Nissan Thailand Regional Quality Award Y-OAT receives quality award from Hino YMEX selected as finalis	1 Cryptocurrency exchange operator Coincheck loses 58 billion yen in cryptocurrency 2 The 23rd Winter Olympic Games held in Pyeongchang 3 Eleven countries in the Trans-Pacific Partnership (TPP) sign the new TPP11 Agreement without the U.S. 3 Mazda and Toyota establish new joint-venture company Mazda Toyota Manufacturing, U.S.A., Inc. 4 North Korea's Kim Jong-Un visits South Korea for the first summit meeting between the two countries in 11 years 5 Mazda's President and CEO Massmichi Kogai assumes position of chairman, while Executive Vice President Akira Manumoto assumes position of president and CEO 5 Designs of 41 regions across Japan announced for license plates ("Gotochi" license plate) that are planned for issue in October 2018 5 U.S. President Trump announces policy for imposing new tariffs of up to 25% on imported vehicles and auto parts 6 Subaru's Corporate Executive Vice President Tomomi Nakamura assumes position of president, while President Yasuyuki Yoshinaga assumes position of chairman 6 Decision made to designate the Hidden Christian Sites in the Nagasaki Region as a World Cultural Heritage site 7 Heavy rain in western Japan results in more than 150 deaths 7 Japan and the EU sign an Economic Partnership Agreement (EPA) 9 Severe damage from Typhoon Jebi; oil tanker crashes into bridge connecting Kansai International Airport to the maintant 11 Osamu Masuko assumes position of chairman at Mitsubishi 11 Japan elected to host World Expo 2025 (Expo 2025 Osaka, Kansai) 11 EU agrees to the U.K's withdrawal agreement 12 Decision made to designate the Raino-shin ritus such as Oga's Namahage as a UNESCO Intangible Cultural Heritage 11 South Korea's Supreme Court passes Judgment ordering Mitsubishi Heavy Industries to compensate former wartime labore 12 NHK and commercial TV broadcasters begin new 4K and 8K satellite broadcasts
	8 8 8 9 9 9 10 10	YMEX begins production and delivery of the GLB's AXLE SUBFRAME for Germany's Daimler W-YBM begins mass production of parts for Daimler GLA and GLB for Germany's BENTELER	

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ar	Month	Key Yorozu Events	Month Industry and General Events
	10	YE creates research and development area, and consolidates advanced	
		production technology development operations—such as development of AC	
		welding power supply, offline teaching technology, high-durability welding tips,	
	10	and low-spatter welding technology Internal Auditing Office renamed Internal Auditing and Environmental	
	10	Management Office for internal audits and environmental consideration	
	10	YAA begins production of suspensions for the GLE of Germany's Daimler	
	11	Toyota's former president Katsuaki Watanabe visits YE and gives a lecture	
	11	YTC wins in the intermediate class of Toyota's TPS activities	
		YT begins supplying parts to Mitsubishi	
		YI accepts six technical interns from Vietnam	
		Yorozu attains Eruboshi certification	
		Work begins on systemizing internal application and authorization procedures The 13th Global QC Contest held at YGTC	
		YMEX receives Nissan Mexicana Quality Award	
		The Nominating Committee and Compensation Committee established to	
		strengthen supervision function through the addition of an outside director	
	_	YAA begins developing J-SOX internal control system	
	-	Jidoka line for suspensions of Daimler A-class sedan begins production in Mexico	
	-	Design of work uniforms renewed	
19	1	Regular audit for IATF 16949	2 U.S. officially announces withdrawal from Intermediate-Range Nuclear Forces (INF) Treaty with Russia
		Yorozu receives Kubota Silver Award as Excellent Supplier	Asteroid explorer Hayabusa2 successfully collects samples from the asteroid Ryugu
	1	YAI begins supplying parts to PT. HIRUTA KOGYO INDONESIA	3 Japanese government downgrades its assessment of the economy for the first time in three years
		YAI begins supplying parts to PT. MIWA ASALTA MANUFACTURING	4 Chief Cabinet Secretary Yoshihide Suga announces new era name "Reiwa"
		Yorozu participates in AUTOMOTIVE WORLD 2019	4 TEPCO starts removing nuclear fuel from Unit 3 spent fuel pool of Fukushima Daiichi Nuclear Power Station
		Yorozu Products Showcase held at Toyota	5 Crown Prince Naruhito ascends the throne, starting the Reiwa era
		YAGM begins supplying parts to Toyota Transition to online system for pay slips	6 Toyota and Subaru agree to jointly develop a platform dedicated to EVs for midsize and large passenger cars and to jointly develop an EV for C-segment-class SUV model
		Company briefing for suppliers held	6 G20 countries agree to an international framework for reducing marine plastic litter
		SY recognized by Tsuruoka City as an environmentally friendly business	Takao Kato assumes position of representative executive officer and CEO at Mitsubishi
		YAA begins production of component parts for Toyota Corolla	6 U.S. President Trump and Chinese President Xi hold summit meeting
	3	Yorozu receives Isuzu Quality Achievement Award (fiscal 2018)	6 U.S. President Trump meets North Korea's Kim Jong-Un at Panmunjom
	3	Yorozu receives Certificate of Quality Appreciation from Toyota Motor East	7 Record-breaking heavy rain in the southern part of Kyushu
		Japan (fiscal 2018)	8 Federal Reserve Board (FRB) decides to lower interest rate for the first time in 10 and a half years
		YTC receives bronze award for quality from Hino Motors Manufacturing (Thailand)	8 Intermediate-Range Nuclear Forces (INF) Treaty between the U.S. and Russia loses effect
	4	W-YBM receives bulk logistics transition cooperation award from Nissan (China) Investment (NCIC) (fiscal 2018)	 Protests in various parts of Hong Kong in response to the bill proposing the revision to the extradition law Japanese Government removes South Korea from the list of preferential countries granted simplified export procedures
	4	Yorozu receives quality excellence award from Subaru (fiscal 2018)	Toyota and Suzuki sign agreement on capital alliance
		YMEX begins production and delivery of the Versa's (sedan) suspension parts	Nissan's representative executive officer and COO Yasuhiro Yamauchi assumes position of acting CEO
		for Nissan	10 Consumption tax raised to 10%
	4	YI begins production of ARM ASSEMBLY REAR SUSPENSION for Daihatsu	10 Typhoon Hagibis makes landfall and causes severe damage to eastern Japan
		Tanto 2WD	10 Japan beats Scotland and enters the final tournament phase of the Rugby World Cup for the first time
	4	Compliance with regulations on working hours: upper limits on overtime work,	10 Ceremony of the Enthronement of His Majesty the Emperor at the Seiden held to announce the accession of the Emperor
		mandatory taking of five days of annual paid leave each year, and obligation to objectively grasp working hours	 Hitachi Automotive Systems, Keihin, Showa, and Nissin Kogyo announce business integration U.S. submits notification on withdrawal from the Paris Agreement
	4	System for working from home implemented	11 Daimler launches new corporate structure as a holding company, splitting its businesses for Mercedes-Benz, trucks
		YT participates in Watarase-yusuichi cleanup campaign	and buses, and mobility services into their respective companies
		Support for the Environmental Agency's COOL CHOICE campaign announced	
	5	Court decision to dismiss a Yorozu shareholder's petition for an order of	
		provisional disposition and court decision to reject the appeal against the dismissal	
	5	Declaration of harassment eradication (jointly by Chairman Akihiko Shido and	
	E	President Ken Shido) YJAT begins production of chassis parts of the K-ZE EV with Chinese	
	3	specifications for Renault in China (eGT)	
	5	YAB receives Quality and Delivery Excellence Award from Honda Brasil (fiscal	
		2018)	
		YJAT begins production of parts for Renault-Nissan Triber	
	6	YJAT receives Delivery Awards from AISIN AUTOMOTIVE KARNATAKA (AKL)	
		(fiscal 2018-2019)	
	6	Cost Planning Group of the Finance Department reorganized as Cost Planning	
		Department; new position of vice president (riji position) established to further strengthen corporate officer system	
	6	Operation of prototype cell for complete tack welding and final assembly lines	
	_	begins, achieving same quality for prototype welding process as mass	
		production welding process	
		YI begins delivery of Tanto parts to Daihatsu Shiga Plant	
		"Air-conditioned clothing" introduced to keep cool when it's hot	
	7	Yorozu consistently receives orders from Honda for FRONT SUBFRAME of the	
	7	next VEZEL (Japan, Thailand, Indonesia, Brazil, and China) First two employees recruited in Vietnam join YC	
		YTC receives Quality Award from Auto Alliance (Thailand)	
		YMEX receives Nissan North America Regional Quality Award	
		W-YBM begins production at its second plant	
	9	YO introduces AGVs at new press plant	
		YAT begins production of parts for Subaru Legacy and Outback	
	9	YAGM begins delivery of parts for VW Tarek	

Year	Month Key Yorozu Events	Month Industry and General Events
2019		Middle Industry and General Events
2019	 Yorozu participates in the 46th Tokyo Motor Show (Tokyo Big Sight) YI begins production of ARM ASSEMBLY REAR SUSPENSION for Daihatsu 	
	Rocky and Toyota Raize 4WD	
	10 Yorozu announces Health Management Declaration aiming to create a healthy	
	and rewarding workplace	
	10 Management of unnecessary costs (identifying the areas for improvement at	
	production sites) begins 10 Yorozu adopts cash payments for suppliers covered under Subcontract Act;	
	conducts briefing on Guidelines for Proper Trading in the Automotive Industry	
	11 Nissan and France's Renault visit YE; the three companies of Renault-Nissan-	
	Mitsubishi Alliance hold their top technology meeting	
	11 YMEX begins production and delivery of suspension parts of Nissan Sentra (sedan)	
	11 Yorozu receives machinery equipment bronze award from Kubota	
	 12 W-YBM receives sales channel transition cooperation award 12 W-YBM receives award for excellence in delivery compliance rate 	
	12 YMEX receives Quality Award from Nissan Mexicana	
	12 W-YBM receives excellent supplier award from NCIC (fiscal 2019)	
	12 Yorozu receives orders for the next Innova's FRONT SUSPENSION from	
	Toyota Indonesia	
	12 Business with Toyota Indonesia begins	
	12 Integrated Report issued to enhance corporate capabilities	
	Global QC Contest cancelled YI receives Aichi CO2 Emissions Reduction Manifesto 2030 certification from	
	Governor Hideaki Omura	
	12 Second karakuri kaizen contest held	
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2020	Regular audit for IATF 16949 YAGM participates in JICA project via Zoom (throughout the year)	 Sunao Matsubayashi assumes position of chairman at Daihatsu Masatoshi Kimata assumes position of chairman at Kubota, while Yuichi Kitao assumes position of president
	Y-OAT installs 500 kW solar power generation system and begins operation	China announces the cause of pneumonia outbreak in Wuhan City as a novel coronavirus
	YAB begins operation of 250t blanking press	Decision to adopt "Chibanian" strata in Chiba as official name for a geologic period
	W-YBM's parts production carried out at other sites as Wuhan locks down	Final National Center Test for University Admissions conducted
	(January 23 to April 8) due to the COVID-19 outbreak, and transfer of facilities	1 Mazda celebrates its 100th anniversary
	to G-YBM considered	1 U.K. exits EU
	1 YJAT increases capital (cash investment)	Japanese Government classifies COVID-19 as a designated infectious disease
	YAl's production of parts for PT. Nissan Indonesia ends YTC receives Supplier Quality Excellence Award from CM.	Cruise ship Diamond Princess anchored at Port of Yokohama due to outbreak of COVID-19 LLS, based CM appayages out from Theiland by the and of the year.
	YTC receives Supplier Quality Excellence Award from GM Yorozu receives Kubota Silver Award as Excellent Supplier for second	 U.Sbased GM announces exit from Thailand by the end of the year Elementary, junior high, and high schools across Japan begin temporary closures until the spring vacation
	consecutive year	WHO declares COVID-19 a pandemic
	G-YBM receives cost excellence supplier award from GAC Honda (fiscal 2019)	3 Takanawa Gateway Station opens, the first new station on JR Yamanote Line in 49 years
	1 Yorozu receives Certificate of Appreciation for Quality from Toyota Motor East	3 Japanese Government and International Olympic Committee decide to postpone the Olympic Games Tokyo 2020
	Japan (fiscal 2019)	3 Fifth-generation mobile communication system (5G) begins service
	2 Yorozu receives award for excellence in quality management from Hino	3 Haneda Airport's new flight routes start operation
	 W-YBM resumes operation as Wuhan eases its lockdown (from March 11) Yorozu suspends operations at plants in accordance with customers' production halts 	Equal pay for equal work becomes mandatory for large companies Japanese Government declares a state of emergency in seven prefectures
	Lockdowns across India (until end of August); YJAT follows the Indian	Cabinet decision to give special cash payment of 100,000 yen per citizen
	government's instruction to halt operation because of the spread of COVID-19,	4 France's Renault withdraws from management of Dongfeng Renault in China.
	significantly worsening profits	5 Japan High School Baseball Federation announces cancellation of National High School Baseball Championship
	3 Vice Chairman Kazumi Sato resigns	5 Protests spread across the U.S. regarding discrimination against African Americans
	3 Customers of YAT and YAA stop operation for two months until May due to	6 The government's request to refrain from traveling across prefectures lifted
	the impact of COVID-19 infection; YMEX and YAGM stop operation for two	6 Supercomputer Fugaku achieves first place in four performance ranking categories
	months upon orders from the Mexican government 4 Supportive environment for working from home built and it becomes the	 "Heavy Rain in July 2020," torrential rain in Kyushu and Chubu regions Mitsubishi's Chairman Osamu Masuko steps down and assumes position of special advisor
	standard workstyle at Yokohama Headquarters; business trips in and outside	9 Yoshihide Suga Cabinet formed
	Japan discouraged, all employees working in Japan (Yokohama, Tochigi, Shonai,	10 Tokyo Stock Exchange encounters system failure and halts trading of all shares for an entire day
	Oita, and Aichi), advised not to go out for unnecessary and non-urgent business,	12 Asteroid explorer Hayabusa2's sample capsule returns to Earth
	and handwashing and disinfecting of hands and fingers strictly enforced	12 Return of Ueno Zoo's giant panda Xiang Xiang postponed; the return made on February 21, 2023
	4 Three new function groups (manufacturing function, finance and project	12 Democrat Joe Biden confirmed as U.S. president
	management function, and M&S and management function) established 4 Production Equipment Sales Department established and M&S Department	12 Nationwide suspension of Go To Travel campaign
	splits into M&S Department No. 1 and M&S Department No. 2	
	APQP Office and Cost Planning Department merged to establish Project	
	Control Department (merge of the two departments seeks smooth launches	
	and cost reduction through information dissemination with coherence in cost	
	and schedule and also aims to increase profits by bringing forward the starting	
	period of profit management activities to the stage of negotiations with	
	customers, which allows a high degree of freedom for cost reduction measures)	
	Number of outside directors increases and the ratio of 10.5% for women in	
	managerial positions achieved	
	4 YE begins external sales activities (achieves sales of 157 million yen in the first	
	fiscal year against the target of 150 million yen)	
	4 Annual paid leave in hourly units implemented	
	4 Purchasing Department accepts first new employee of a foreign national	
	5 Each workplace suspends operations in accordance with customers' non-operation days due to the impact of COVID-19	
	5 Yorozu receives VE activity award for intermediate beams of Daihatsu Rocky/	
	Toyota Raize (4WD)	

Toyota Raize (4WD)

Month	Kou Varazu Euante	Month Industry and Consell Scotts
	Key Yorozu Events	Month Industry and General Events
5	Yorozu receives development award for fiscal 2019 from Nissan Shatai for	
5	bringing production of parts for the QX80 and Armada to Japan (YAT → YC) Yorozu receives letter of appreciation from Nissan Shatai for contributions to	
	development	
6	Yorozu conducts survey on the state of damage at suppliers caused by heavy	
	rain and flood	
6	YAGM undergoes IATF renewal audit	
6	YO begins production of parts for the X-Trail	
6	AC welding power supply and low-spatter welding technology applied to mass $$	
	production	
6	"HR Information Pages" posted on the intranet to reduce workload arising from	
	responding to various inquiries	
6	Restricted stock compensation introduced YTC pays special dividend (2,355 million yen)	
	Yorozu receives Nissan Global Innovation Award for complete tack welding	
,	and final assembly line	
7	Yorozu receives Nissan Global Supplier Award	
7	Yorozu receives supplier award from Nissan Tochigi Plant	
7	YAT receives award for excellence in quality management from HMMUSA	
7	YAB receives Quality and Delivery Excellence Award from Honda (fiscal 2019)	
7	YAB increases capital (cash investment)	
7	Development of Minuteintence, a software that supports the automatic	
	creation of ledgers, completes; implementation of the software begins at	
-	Manufacturing Engineering Department	
1	Study on the impact to purchased parts and materials conducted upon U.SMexico-Canada Agreement (USMCA) coming into effect	
7	YE receives external sales order from MMK (manufacture and installation of	
,	crank processing equipment for Shinkansen Yamabiko)	
8	YE receives external sales order from TMEJ (manufacture of center pan dies	
	for the Vitz)	
8	YAT begins production of REAR SUBFRAME for the Acura TLX	
8	YAGM receives order for 11 parts of the next Tacoma model from Toyota	
	North America	
8	Group magazine "Yorozu" posted on the intranet starting from the summer	
	issue; printed copies no longer distributed to YC, YGTC, and overseas sites	
	W-YBM receives special contribution award from NCIC (fiscal 2019) Plant tours for shareholders cancelled	
	YE begins working on initiatives toward zero complaints	
	YAT begins production of suspension for the Rogue	
	Yorozu receives orders for two types of REAR LINK for Mazda 7th-generation	
	large vehicle	
9	Yorozu receives external sales order from Nissan Yokohama Plant	
	(manufacture and installation of TOE/CAM measuring equipment)	
10	Yorozu receives external sales order from H-one (manufacture of dies for Civic	
40	parts)	
10	Yorozu begins mass production of parts adopting expansion burning method	
10	(patent application in February) Core time requirement under flextime system abolished (super flextime system)	
	Consul General Katsumi Itagaki of the Japanese Consulate in Leon visits YMEX	
	Yorozu receives commendation for fiscal 2019 from Oyama City for being a	
	group that supports wetland conservation of Watarase-yusuichi	
11	W-YBM receives commendation as a supplier with special contribution from	
	Beijing Benz	
	YMEX receives Quality Award from Nissan Mexicana	
11	Regulations on dormitories and company housing (provisions for Yokohama	
44	dormitory) revised VAA changes investment ratio (transfers 5% of shares held by trading	
11	YAA changes investment ratio (transfers 5% of shares held by trading companies)	
11	YAI begins supplying parts to PT Mitsubishi Motors Krama Yudha Indonesia	
	Purchasing Department begins collaboration with steelmaker toward adopting	
	980 MPa materials for parts supplied to Nissan	
12	W-YBM receives special contribution award from Beijing Benz (BBAC) (fiscal 2020)	
12	Global QC Contest canceled (instead, reports shared by participating teams)	
	Yorozu conducts karakuri kaizen activities and holds the third karakuri kaizen contest	
12	Yorozu begins delivery of Outlander parts to Mitsubishi Okazaki Plant	
	(processed at YT, YO, Hiruta Kogyo, and Miwaseisakusho)	
	Yorozu implements customer's Mitsubishi EDI system Vinetalls disphranm electrode equipment to energy Toyota-energified coating	
12	YI installs diaphragm electrode equipment to ensure Toyota-specified coating film thickness (45µ) for Toyota EVs	
19	YAGM begins production at the second line due to high workload on Honda	
14	HR-V 4WD line	
12	YJAT begins production of chassis parts for Renault-Nissan Magnite and Kiger	
_	Extreme weather conditions observed globally, including a cold wave in North	
	America, heavy rains in China, heavy rains (floods) in Mexico, and heavy rains	
	and typhoons in Japan (no direct damage to Yorozu, apart from a drop in	
	orders from customers)	

ır	Month	Key Yorozu Events	Month	Industry and General Events
		Extraordinary General Meeting of Shareholders		Democrat Joe Biden inaugurated as president of the U.S.
		Renewal audit for IATF 16949		First Common Test for University Admissions held
	1	Yorozu receives first order of FRONT SUBFRAME for Toyota; launches	1	JR East and major private railroad companies move up last-train departure times COVID-19 vaccination begins in Japan
	١,	suspension parts for Toyota Corolla Cross in Asia YO begins production of parts for Mitsubishi Outlander		National High School Baseball Invitational Tournament held for the first time in two years
		YO begins production of parts for Mazda CX-60		Isuzu and Toyota sign capital alliance agreement
		G-YBM begins lowering production due to semiconductor shortage		Isuzu, Hino, and Toyota agree on new partnership in commercial vehicles and establish Commercial Japan
		Yorozu announces endorsement of Keidanren's "Declaration on Challenge Zero"		Partnership Technologies (CJPT)
	3	Yorozu attains certification as 2021 Health & Productivity Management	4	Toshihiro Mibe assumes position of president and CEO of Honda; announces 100% electrification by 2040 at
		Outstanding Organization		inaugural press conference
		YE dispatches personnel to YI in response to increased production	4	Plans to discharge treated water accumulating at TEPCO's Fukushima Daiichi Nuclear Power Station into the sea determine
		Yorozu receives Isuzu Quality Achievement Award (fiscal 2020)	4	, , , , , , , , , , , , , , , , , , , ,
		W-YBM receives excellent logistics contribution award from NCIC (fiscal 2020)	4	Suzuki, Subaru, Daihatsu, Toyota, and Mazda reach agreement to jointly develop technical specifications for
	4	YI begins production of CAB MOUNT of the Land Cruiser 300 for delivery to Toyota Iron Works	5	next-generation vehicle communications devices and standardize communications systems Mazda's Chairman Masamichi Kogai retires, and is succeeded by Senior Managing Executive Officer Klyotaka
	4	YJAT begins production of chassis parts of the Dacia Spring EV with European	J	Shobuda
	·	specifications for Renault in China (eGT)	5	Revised Juveniles Act promulgated
	4	YE holds technology interaction session with AIDA Engineering; begins		Toyota's Operating Officer Satoshi Ogiso assumes position of president at Hino, while Yoshio Shimo assumes
		initiatives toward carbon neutrality (CN)		position of chairman
	4	Tsutomu Hiranaka assumes the position of president	6	Suzuki's Chairman Osamu Suzuki steps down and takes on the position of senior advisor
	4	ESG Office, Purchasing Cost Department, and President's Office established;	6	Revision to Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for
		Internal Auditing and Environmental Management Office abolished; Internal		Children or Other Family Members (addition of new paternity leave)
	١.	Auditing Group promoted to Internal Auditing Office		Suzuki and Daihatsu also join in the new CJPT
	4	Yorozu revises the system for working from home to a teleworking system so that		The Olympic and Paralympic Games Tokyo 2020 held after being postponed for one year (July 23-September 5)
		anywhere can be the office Abolition of Global Meetings and annual business plan hearings, which have		Fumio Kishida Cabinet formed State of emergency and priority measures to prevent the spread of COVID-19 lifted
	"	continued for 20 years to revamp the meeting system	10	
	4	YAA receives quality award from Toyota Motor North America (TMNA)		Prices of regular gasoline rise for the first time in seven years, and the Agency for Natural Resources and Energy
		Renewal audit for ISO 14001		announces a new record for the nationwide average retail price at a level of 168 yen per liter
	4	YJAT receives Delivery Award from Toyota Kirloskar Motor (TKM) (2020–2021)	11	Shohei Ohtani unanimously voted MVP of MLB American League
	5	YJAT receives Delivery Award from Toyota Industries Engine India (TIEI)		
		(2020–2021)		
	5	Yorozu receives fiscal 2021 letter of appreciation for quality from Nissan		
	١.	Shatai's Showakai		
	5	Yorozu receives commendation award from the chairman of Kanto-Koshinetsu		
	5	Region Federation of Associations for the Safety of Hazardous Materials YAB receives Quality and Delivery Excellence Award from Honda Brasil for		
		fiscal 2020		
	5	Yorozu announces new medium-term business plan (Yorozu Sustainability Plan		
		2023); works toward operational targets—sales of 150 billion yen, an operating		
		income ratio of 5.0%, and a return on equity (ROE) of 8.0%—as well as digital		
		transformation (DX)		
	5	Yorozu announces initiatives toward CN, aiming to achieve CN by 2040 and		
	١.	reducing CO2 emissions by 50% by 2030 (from fiscal 2013 levels)		
		The 4th floor of Yokohama Headquarters renovated and new office rules set		
	0	YE's President Naoyuki Okumura receives title of visiting professor of NIT, Tsuruoka College		
	6	YT installs Kubota's flexible line and begins operation		
		W-YBM begins mass production of parts for the X-Trail for delivery to		
		Dongfeng Nissan Zhengzhou Plant		
	6	YTC receives certification for achieving quality and supply targets from Isuzu		
		Engine Manufacturing Co., (Thailand) Ltd. (IEMT)		
		Yorozu receives Daihatsu's quality excellence award (fiscal 2020)		
		YJAT receives TMEI's Best Quality Supplier Award		
	8			
		YO launches line for Hosei Brake Industry (Toyota Kyushu) and begins supplying parts		
		COVID-19 spreads in certain parts of Wuhan		
		W-YBM receives new order for Dongfeng Nammi EX1's TV-LINK for delivery to eGT		
		The 400th issue of in-house magazine "YOROZU" published		
	9	Yorozu announces support for Task Force on Climate-related Financial		
		Disclosures (TCFD) recommendations		
		Yorozu chooses to transition to the TSE Prime Market		
		Negotiation for raising prices due to significant fluctuations in the iron and steel market		
		YA's engineer stationed at Honda returns		
	9	W-YBM begins mass production of two BEVs—GLA and GLB—for Benteler		
	_	(Daimler) VMEY calcoted as finalist for Nissan North America Regional Quality Award		
	9	YMEX selected as finalist for Nissan North America Regional Quality Award (fiscal 2020)		
	9	YAT receives Quality Master certificate		
		YAT, YA, and YAA receive Monozukuri Spirit awards		
		Digital Transformation (DX) Committee established		
	10	Yorozu begins production of suspension parts of the Ariya, Nissan's new		
		electric crossover		
	10	Yorozu begins production of REAR SUSPENSION for the Outlander PHEV		
		(complete tack welding and final assembly line)		

(complete tack welding and final assembly line)

ar	Month	Key Yorozu Events	Month Industry and General Events
1	11	Renault-Nissan-Mitsubishi Alliance holds its top technology meeting; Nissan	
		visits YGTC	
		YO begins production of Daihatsu Hijet Truck	
	11	W-YBM begins mass production of the INFINITI QX60 for delivery to Donfeng	
	1,	Nissan Xiangyang Plant Yorozu attains Platinum Eruboshi certification	
		YC adopts digitalization of year-end tax adjustment	
		The fourth karakuri kaizen contest held	
	12	Global QC Contest canceled (instead, reports shared by participating teams)	
		YMEX receives Nissan Mexicana 2021 Best of the Best Supplier Award	
		Yorozu Global Supplier Business Continuity Plan (BCP) developed	
		YI begins production of the Land Cruiser 70's CAB MOUNT for Toyoda Iron Works YE receives external sales order from Ezaki Industrial (manufacture and	
	12	installation of jidoka equipment for cleaning systems)	
	-	Chaos in global logistics (such as delays in unloading of containers due to	
		manpower shortage arising from the impact of COVID-19 as well as shortage	
		of containers)	
22	1	Regular audit for IATF 16949	1 Yamagata Prefecture implements priority measures to prevent the spread of disease (January 27 to February 20)
		Screening of proposals for DX and energy saving	2 Germany's Daimler changes name to Mercedes Benz Group
		Operation of new intranet begins	2 Russian military invades Ukraine
		YA transfers its employees and operations to YAT	3 Quality issues with engines of Hino's medium-duty trucks (46,746 units affected)
	1	Yorozu provides suppliers with support for implementing teleworking and	Power crunch alert issued Tour boat sinks off the coast of Hokkaido's Shiretoko Peninsula
		advice on BCP based on survey of impact from heavy snow and perspectives of business continuity during disasters and workstyle reform	 4 Tour boat sinks off the coast of Hokkaido's Shiretoko Peninsula 4 Value of yen depreciates rapidly, reaching the level of 131 against the dollar temporarily for the first time in 20 years
	1	W-YBM receives excellent delivery award from Zhengzhou Nissan	Value of yet rule preclates rapidity, read in grieflever of 131 against the routin temporarily for the list time in 20 years Nissan and Mitsubishi hold off-line ceremony for new kei (light) EV at Mitsubishi Mizushima Plant, and announce the
		YTC receives annual QCD kaizen supplier award from Isuzu Motors Co.,	sales of Nissan Sakura and Mitsubishi eK X EV in the summer of 2022
		(Thailand) Ltd. (IMCT)	5 Decision made to provide additional support of 2.5 trillion yen to Ukraine
		YA's engineer stationed at NTCNA returns to own post	5 Shohei Ohtani hits 100th homerun in MLB
	2	Yorozu establishes Tokai Project Preparation Office and announces	6 Honda and Sony Group establish Sony Honda Mobility Inc. to provide mobility services
		establishment of new consolidated subsidiary in Tokai district; decision made	6 Yoshio Shimo retires from position of chairman at Hino
		to construct new plant, scheduled for completion in January 2024 (consolidate and transfer Yl's production)	 Leaders of France, Germany, and Italy visit Kyiv, Ukraine Suzuki, Daihatsu, Toyota, and CJPT agree to work toward the market introduction of commercial electric mini-vans
	2	The first Takahashi School held by external consultant	(BEVs) in fiscal 2023 to contribute toward achieving CN
		Group Long-Term Disability (GLTD) system implemented	7 Former Prime Minister Abe dies after being shot while giving an election campaign speech
	2	Incentive of employee stock ownership raised to 30%	8 Cumulative number of COVID-19 infections in Thailand exceeds 4.6 million
	2	Production of Mazda CX-60 REAR ARM begins	8 Production of HINO Dutro 2-ton models for Japanese market reduced due to misconduct involving Hino's light-duty engine
	3	Yorozu launches line for REAR SUSPENSION MEMBER of Toyota's EV (bZ4X:	9 Quality issues with Hino's engines for heavy-duty trucks and buses (21,100 units affected)
		SUV-type BEV) jointly developed by Toyota and Subaru, and begins mass	9 Toyota announces withdrawal from business in Russia; Saint Petersburg Plant closes and ends production while new vehicle sales through imports will also stop; aftersales services will continue
	3	production Yorozu begins supplying parts for the first time in Japan to Toyota	9 State funeral of Queen Elizabeth II of the U.K.
		YI begins delivery of bZ4X parts to Toyota Motomachi Plant, and implements	9 Service of the Nishi-Kyushu Shinkansen begins
		the Toyota common EDI system	9 South Korea's POSCO Pohang Steelworks suffers flood damage from Typhoon Hinnamnor
	3	Actual production does not reach the planned volume due to customers'	10 Halloween stampede in Seoul, South Korea
		production halts or lower output arising from the shortage of parts caused by	11 G20 Summit held in Bali
		lockdowns in China	11 Japan-China Summit Meeting, Prime Minister Kishida's first in-person meeting
	3	Yorozu attains certification as 2022 Health & Productivity Management Outstanding Organization for the second consecutive year	 Japan scores a historic win against Germany at FIFA World Cup Qatar 2022, where Argentina emerges as the champion Ukrainian President Volodymyr Zelensky visits the U.S.
	3	YI works on labor conditions, company housing, dormitory, and other matters	12 Oktaililai i Presiderit Volodyttiyi Zeletisky visits tile 0.3.
		of the Tokai project, and conducts individual interviews	
	3	YO switches to green power with zero CO2 emissions and begins receiving	
		electricity	
		Camera-based non-contact 3D measurement device ATOS 5 implemented	
		G-YBM receives logistics contribution award from NCIC (fiscal 2021)	
] 3	W-YBM receives technology cooperation award (cost reduction) from NCIC (fiscal 2021)	
	4	Y-OAT receives quality award from Hino	
		Yorozu begins production of suspension parts for new mini EVs, Nissan	
		Sakura and Mitsubishi eK X EV	
		YO begins production of suspensions for the X-Trail e-POWER	
		YAGM begins mass production of parts for Honda HR-V	
	4	W-YBM begins mass production of parts for Dongfeng Nammi EX1 for delivery to eGT	
	4	Transition to the TSE Prime Market	
		Corporate Strategy Office abolished and President's Office established;	
		Finance Department changes name to Accounting Department; Research and	
		Development Department changes name only in Japanese; Product	
		Engineering Department renamed Design Department	
		Yorozu shifts from consolidated tax return filing to group aggregation system	
	4	Raku-Raku Seisan system implemented for settlement of travel expenses toward abolishing the use of paper and cash to comply with the Electronic	
		Bookkeeping Act	
	4	External reporting service introduced for internal whistleblowing system	
		Yorozu begins delivery of jidoka equipment for cleaning systems to Ezaki	
		Industrial	
	5	Study on use of carbon-neutral boiler fuels as heat source for painting plants	
		begins: decision made to introduce electric boilers at new site	

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begins; decision made to introduce electric boilers at new site

ear	Month	Key Yorozu Events	Month Industry and General Events
22	5	W-YBM begins mass production of parts for the X-Trail for delivery to	
		Dongfeng Nissan Wuhan Plant	
	5	Yorozu receives 2021 safety activity excellence award from Daihatsu for	
		"Safety activity through standardization and Y-CCCF"	
	5	YJAT receives Quality Award and Delivery Award from Toyota Industries Engine	
	0	India (ПЕI) (2020–2021)	
	ь	Yorozu Group begins activities to save energy and electricity after being warned of tight electricity supply in Tokyo and three surrounding prefectures	
	6	YAGM holds solar power generation kick-off meeting	
		Signing ceremony for incentive agreement for the new Tokai plant	
		YTC begins delivery to Shonan Unitec	
	6	Yorozu receives letter of appreciation for quality from Nissan Shatai (fiscal 2021)	
	7	Stamping simulation software AutoForm enhanced to handle ultra-high-tensile	
		materials to double the number of licenses	
		No orders received from Toyota due to recall of the bZ4X (until October)	
	/	YC Yokohama switches to green power with zero CO2 emissions and begins	
	7	receiving electricity Remote working system formulated	
		YI installs cold evaporator (CE) for liquefied argon	
		YO completes mass production validation of 3500t TF press vision system;	
		removes the vision system and replaces with ROB transfer-type destacking	
		system	
		YO begins production of parts for the Serena	
		Yorozu starts production of wheelchair ramp parts for the new Toyota Sienta	
		SY begins supplying parts to Toyota Boshoku YAB begins production of parts for Honda HR-V	
	U	W-YBM begins mass production of parts for the Ariya for delivery to Dongfeng Nissan Wuhan Plant	
	8	YJAT receives orders from JBM Ogihara Automotive India (JOAI) and delivers	
		stamping parts for Suzuki Grand Vitara and Toyota Urban Cruiser Hyryder	
	8	Purchasing Department relocates to Yokohama	
	8	Yokohama Headquarters installs electronic locks at the entrances to 4th and	
		5th floor offices	
	9	Yokohama Headquarters introduces boxed lunch sales by the local workshop	
		supporting employment of people with disabilities (start of trial in June) and food truck	
	9	YI renews certification as Nagoya SDGs Green Partners Certified Outstanding	
		Eco Business Site	
	9	YAB attains ISO 14001 certification	
	10	Yorozu participates in Wanouchi Community Festival in Gifu Prefecture for the	
		first time	
		YAT begins production of No. 1 ARM for the LEXUS RX	
		YAT begins production of link parts for Honda Accord	
	- 11	SY/YE switches to green power with zero CO2 emissions and begins receiving electricity	
	11	Yorozu begins production of FRONT SUSPENSION MEMBER for the Innova	
		of Toyota's Indonesia business	
	11	YAI begins supplying parts to PT. Toyota Motor Manufacturing Indonesia	
		YEST marks its 20th anniversary	
		Groundbreaking ceremony held for the new Tokai plant	
		YAA begins production of parts for Honda Pilot	
		YAA begins production of parts for Toyota Corolla YAT begins production of link parts for Honda Pilot	
	12 12	Production of REAR SUSPENSION ARM begins for the new Toyota Prius	
		Yorozu sponsors Ogaki Mini Maker Faire 2022 (Tokai project)	
		YI renews Aichi CO2 Emissions Reduction Manifesto 2030 certification (rank:	
		double star)	
		SY registered as Tsuruoka SDGs Promotion Partner (Tsuruoka City)	
	12	SY registered as Yamagata Prefecture Global Warming Countermeasure	
	10	Promotion Business Site SV footh and in "Exa Tourishin" population of Tourish and City's Examples to	
	12	SY featured in "Eco Tsushin" newsletter of Tsuruoka City's Environmental Department	
	12	Global QC Contest canceled (instead, reports shared by participating teams)	
		Karakuri kaizen contest canceled	
	_	YEST begins delivery of tooling to Toyota	
	-	YMEX receives quality award from Nissan North America	
23	1	Regular audit for IATF 16949	Sony Honda Mobility holds world premiere of new battery electric vehicle (BEV), with the new AFEELA brand
		Production of suspension parts for the new Mitsubishi Delica Mini begins	Nissan shows intention to invest up to 15% in Ampere, the EV & Software subsidiary established by the Renault
		Yorozu receives appreciation award for outstanding performance in cost from	Group, toward 2030, and Mitsubishi announces it is also considering investing in Ampere
		Honda	2 Toyota announces that, on April 1, President Akio Toyoda assumes position of chairman, and Operating Officer Koji
	3	Yorozu Group in Japan attains certification as 2023 Health & Productivity	Sato assumes position of president
	^	Management Outstanding Organization	Giant panda Xiang Xiang (five years old) returns to China from Ueno Zoo Subgrupages that Director and Execution Man Provident Attrustic Ocale accurage position of provident and CEO.
		The 15th Takahashi School held Company briefing for suppliers held for the first time in three years at The	Subaru announces that Director and Executive Vice President Atsushi Osaki assumes position of president and CEO Wearing of face masks no longer officially recommended, and left to the judgment of individuals
	3	Yokohama Bay Hotel Tokyu	Japan's national baseball team SAMURAI JAPAN defeats the U.S. team to win the World Baseball Classic for the

third time

4 Yorozu marks its 75th anniversary

Year	Month	Key Yorozu Events	Month	Industry and General Events
2023	4	Opening ceremony for temporary office of the new Tokai plant and kick-off for	3	Prime Minister Kishida visits Kyiv, Ukraine
		new organization of preparation office		Five companies, including Kansai Electric Power, receive business improvement order for forming electricity sales cartel
	5	"kaonavi" system implemented		President Masanori Katayama assumes position of chairman with representative status at Isuzu, and Director of the
	6	YAI begins supplying parts to PT. Toyota Boshoku Indonesia		Board and Managing Executive Officer Shinsuke Minami promoted to president
		Yorozu participates in Japan Mobility Show 2023 (Tokyo Big Sight)		5 COVID-19 classification lowered to Class 5 infectious disease
			5	5 G7 Hiroshima Summit held

Afterword

In 2023, Yorozu decided to publish Yorozu Corporation 75 Years of History as part of its 75th anniversary celebration. Previously, the Company had published 30 Years of History, The Past 10 Years (for the 40th anniversary celebration), 50 Years of History, and 60 Years of History. Therefore, in this journey of Yorozu's 75 years, we emphasized the 15 years from the Company's 60th anniversary, split into (1) Corporate Development, (2) Features, and (3) Data Section.

In the Corporate Development section, the Editorial Office provided a condensed version of the 60 years starting before Yorozu's founding-already covered in previous company histories—in Part 1 to Part 3. For the recent 15 years, members of the relevant departments were asked to write about the developments in Part 4, and technological innovations in Part 5.

The Features section brought together the products that launched Yorozu's business ties with each manufacturer as well as products installed on well-known vehicle models of recent years. It also introduces ESG initiatives together with the chronology of the construction of Yorozu Sustainable Manufacturing Center, Inc. in Gifu.

A separate English edition has also been prepared to properly convey Yorozu's history to people outside Japan.

We hope this 75 Years of History will help you experience the spirit of our predecessors, as they went about laying the foundation and then expanding the Company and taking on new challenges, followed by embarking on new initiatives as Yorozu survived through difficult times. May it be of use to the corporate activities of the younger generations, who will be creating the next era.

Tremendous effort was taken to compile this legacy record, including collecting source data for photographs published here, confirming copyrights, and obtaining permissions from manufacturers to feature them. We wish to express our sincere gratitude to all writers, everyone who provided photographs and materials, and the staff of Dai Nippon Printing Co., Ltd. who helped with the planning, layout, and editing.

> 75 Years of History Editorial Office October 2023









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Yorozu Corporation 75 Years of History 1948–2023

Published in August 2024

Published by: Yorozu Corporation 3-7-60 Tarumachi, Kohoku-ku, Yokohama, Kanagawa

Compilation and production: Yorozu Corporation
Production support: DNP Communication Design Co., Ltd.
Printing and binding: Dai Nippon Printing Co., Ltd.
1-1-1, Ichigaya-Kagacho, Shinjuku-ku, Tokyo
Translation: Dynaword Incorporated

Printed in Japan

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