



"Peace of mind" strategy

I'm Kato in charge of "peace of mind," namely, safety.

We have decided to focus on three priorities:

The first priority is to achieve flexible mobility without traffic accidents. "Depth" and "breadth" are needed to achieve this goal.

Depth means pursuing cutting-edge technologies. We will improve the ADAS system, risk prediction using AI technology and all-around sensing, so that our products will be used for an increasing number of advanced mobility systems.

Breadth means to achieve retrofittable products or to offer more attractive price products so that safety systems can be used in as many vehicles as possible.

Obviously, improving safety only for the latest vehicles does not remove people's worries: you may be hit by a vehicle without a safety system. The key to reducing traffic casualties is to introduce ADAS to many more vehicles on the road as quickly as possible, instead of simply pursuing cutting-edge technologies.

It is also necessary to achieve vehicle-infrastructure cooperation. We will reduce accidents caused by visual obstacles, which cannot be prevented by in-vehicle sensors alone, by working with more partners to create a society free from accidents and ensure vehicle-infrastructure cooperation.

Both depth and breadth are required to eliminate traffic accidents.

In terms of depth, we aim to achieve an accident coverage rate of 85% by 2030. In terms of breadth, we aim to equip 100% of vehicles on the road with ADAS by 2030.

These goals are not easy, but are worth challenging.

The second priority is to create a relaxing and comfortable space.

Advances in automated driving technology will turn the vehicle cabin into a private space for mobility. To remove worries in that space, we will use our technologies to dramatically improve the air environment.

A safe air environment means the air is constantly purified and its status is visible. To maximize air environment safety in the vehicle cabin, we will develop technologies to remove air pollutants and viruses and visualize the presence and level of harmful substances in the air, and will offer those technologies to customers.

We aim to create a safe space by 2025 and to refine this concept by 2030 to design the entire cabin space as a "vibrant space" and offer solutions to customers. We have started to develop technologies that will make a difference.

The third priority is to create a society that supports people and expands their potential.

Regarding mechanization and automation, we have many automation technologies and deep expertise refined through the process of mass-producing various products.

Our technologies can be effectively used in the logistics industry, including transport around plant sites, and agriculture.

For example, in the logistics industry, we can offer solutions for automating transport and efficiently managing operations, as well as transport support robots for plant sites. We will conduct in-depth research in this industry and identify the core issues to create a sustainable business.

In agriculture and the food value chain, we will automate the cultivation and harvesting processes to reduce the workload of producers. In logistics, we will offer refrigeration technologies and connected services. For consumers, we will offer food traceability solutions.

We have removed worries in society through our products. I am convinced that the "safety" we provide to the society will be accepted as the norm.

No one knows what the future norm in society will be.

Let's sail out to uncharted waters to remove worries of society and customers.

Let's envision and create a society where safety is ensured.

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