

January 5, 2017
Calsonic Kansei Corporation

New Year Message from President & CEO (Summary)

Calsonic Kansei Corporation (President & CEO: Hiroshi Moriya; Headquarters: Kita-ku, Saitama City) announced that a New Year message from President Moriya has been released to all employees today. A summary of the message is given below.

Last year was a turbulent year, rocked by big waves of change, such as fluctuating exchange rates, the United Kingdom exiting the European Union, and the results of the U.S. presidential election. At the same time, there has also been a major change at our company: the change in shareholder from Nissan Motor to KKR. Although the acquisition of shares by KKR is still somewhere in the future, this is a rare opportunity for our company's sustainable growth in the next five, ten, and twenty years. Through our current mid-term management plan CK GX4 T10, we have developed our fundamentals as a *Monozukuri* company. The time has come to use these fundamentals and take on the challenge of our next step, and success is likely to be difficult if we do not face this challenge as a truly independent *Monozukuri* company.

Independence will not be an easy road. However, there is no other way if we are to become a Great Company achieving sustainable growth. I also hope to use this golden opportunity to create the CK identity with everyone, defining what CK is as an independent company, and what the CK brand and culture are.

As we welcome 2017, a period of transition both within and outside our organization, I hope all employees will take note of the following three points.

1. Always aim to be "Only one" and "No. 1"

I hope everyone in the company will have high aspirations in your own work areas, think about how you can realize "Only one" and "No. 1" at your work places, and take on the challenge to achieve this.

2. Act swiftly

The environment we are in is uncertain and unclear. For us to succeed and advance in such circumstances, it is of utmost importance for us to act swiftly. I ask everyone to always strive to take the shortest path towards finding solutions.

3. The spirit of "we are one team"

As long as everyone is aiming to be "Only one" and "No. 1," and acting swiftly, we can do what we want to do, but there will be problems if everyone moves in different directions. Therefore, we will clearly lay out the navigation chart for our journey in the next mid-term management plan. I hope people will say we are heading in the same direction and overflowing with the spirit of "we are one team."

Next year will be the 80th anniversary of our company's founding. We are now in the midst of the biggest change in our company's long history, and I think we are fortunate to be given this opportunity. Now is the most exciting time for me in all my years with the company. As we open a path of growth on our own with our eyes fixed on the next 80 years, 100 years, and even further, I look forward to continuously improving our corporate value and promoting the CK identity in the world.