JTEKT Corporation was established in January 2006 through the merger of Koyo Seiko Co., Ltd., a world-class bearing manufacturer, and Toyoda Machine Works, Ltd., a machine tool manufacturer excelling in world-leading technologies. Combining the most advanced technologies and the manufacturing passion of the two companies, JTEKT is now a trusted systems supplier of automotive components, bearings and machine tools, providing customers with world-class No.1 products and only one technologies that result in ongoing contributions to society.

One world-first example is pioneering the successful development and mass production of electric power steering systems, and we still hold No.1 share in the global market today. We were also the first manufacturer in Japan to develop high-precision, durable bearings capable of reliable performance in severe environments such as steel rolling mills, where temperatures exceed 1,200°C, thereby contributing to the expansion of various industries.

Additionally, based on one of our only one technologies for STAD bearings, we produce cylindrical grinders that maintain high precision even after more than 20 years of use.

The JTEKT Group introduced JTEKT Group Vision, a common guideline for its employees worldwide. By refining the No.1 & Only One technologies and products that we have produced to date and providing the products and services sought by our customers, we will continue contributing to the realization peoples’ happiness and a more affluent society.
Combining Koyo bearings and Toyoda machine tools, JTEKT brings a single, challenging spirit to the field of power steering.

Koyo Seiko and Toyoda Machine Works supported Japanese industries from the very beginning. Rich in history and tradition, these two companies joined to form a company that today leads the industry and the era.

**Timeline:**
- 1920~30: Completed Kokubu Plant
- 1935: Reorganized as Koyo Seiko Co., Ltd.
- 1938: Completed Kakubu Plant
- 1940~50: Started technical tie-up with Osaka Sealing Manufacturing Co., Ltd. (now OABCO, Ltd.)
  - Completed new Takahama Plant
- 1950~70:
  - Developed and manufactured world’s first electric power steering system
  - Established Toyoda Machine Works, Ltd. as an independent sales company in the USA
  - Established Koyo Machine Industries Co., Ltd.
  - Developed and manufactured masterless cam grinder
  - Established sales company in the USA
- 1970~80:
  - Developed and manufactured constant velocity joints for automobiles
  - Developed lightweight, low-torque hub unit bearings
  - Established Toyoda Machinery Co., Ltd. (machine tools field)
  - Purchased TORSEN Business from Bosch Automotive Company, USA
  - Purchased needle bearing business of the Timken Company, USA
- 1980~90:
  - Developed and manufactured high-precision combination grinder
  - Established FAVESS Co., Ltd.
  - Established sales company in the USA
- 1990~:
  - Developed and manufactured large insulated ceramic bearings for wind power generators
  - Developed and manufactured world’s first electric power steering system
  - Established sales company in China
  - Developed lightweight, low-torque hub unit bearings
  - Established sales company in Brazil
  - Developed and manufactured electric power steering systems in India
  - Developed and manufactured electric power steering systems in Indonesia
  - Developed five-axis horizontal machining center

**Business Brand:**

JTEKT has 3 Business Brands. These are koyo, bearing manufacture, Toyota, a machine tools manufacturer, and JTEKT, an automobile parts manufacture, all of which are committed to contributing to an abundant society using trusted technologies.

The name “JTEKT” represents our desire to be epoch making force for industries, the era, and customer’s heart. “J” stands for Joint, Joy and Japan. “TEKT” comes from the ancient Greek word, “tekton,” which means one possessing superior technical skill.
Three brands harmoniously creating new values as a driving force for people, products and society

JTEKT – Koyo – TOYODA
Three brands combined to create synergistic strengths for supporting society in diverse industries including automotive components, steel production, railways, aviation/outer space, construction, agricultural machinery and wind power generation.

* JTEKT is the brand name used for automotive components (steering systems and driveline components), Koyo is the brand name used for bearings and oil seals, and TOYODA is the brand name used for machine tools and mechatronics.
The JTEKT Group: A professional group creating technologies/products never seen before

In the JTEKT Group, there are many Japanese domestic affiliates possessing high-level technologies and separate sales networks in each of our businesses, that is, automotive parts, bearings and machine tools. Utilising the strength of each affiliate and integrating our technologies, we provide products with high added value to our customers. At the same time, we utilise the accumulated strength of the Group to exceed the boundaries of individual business fields and propose new total solutions.

JTEKT Domestic Affiliates

Group company
**Anything done is for the customer.**

**Our R&D system pursues true value and utility**

While it goes without saying that JTEKT pursues value as a supplier providing products with ever higher quality, an additional aim is to provide value as a partner that customers can trust. This is the basis for our R&D, through which we strive to provide products that are constantly at a level higher than expected by our customers, in terms other than just technology. In Japan, as well as establishing R&D centers in Osaka, Nara and Aichi, in 2012, JTEKT opened a 500,000m² test course—the "JTEKT Iga Proving Grounds" in Iga, Mie Prefecture—where a wide variety of unique evaluations can be made. In 2014, we established the Large-Size Bearing Engineering Development Center. Rather than leaving product evaluation up to the customer, by deeply understanding the issues our customers face and working with them as a partner to find solutions through thoroughly evaluating and analyzing products, we create high-performance, high-quality products that exceed the expectations of our customers.

- **JTEKT Iga Proving Ground**

  In-house development/evaluation ensures the delivery of superior products worldwide
  
  *Fully utilizing our expertise as a world-leading systems supplier,*
  
  *We conduct actual driving evaluations and analyses of products installed in vehicles.*
  
  *We thoroughly test product safety and operability on a test course that simulates various road and weather conditions around the world.*
  
  *As a total systems supplier, we provide value in the form of performance and quality by making driving automobiles fun and enjoyable.

- **Product Evaluation/Analysis System**

  JTEKT boasts advanced evaluation/analysis technologies that further enhance not only product reliability, but also safety and comfort. The system constructed is fully applicable to product development. For automotive components, simulations are conducted under various conditions that test vehicle driving performance and behavior, establishing a research, development and analysis system that realizes higher levels of safety, comfort and operability.

  For bearings, in order to perform evaluations and analysis under conditions that closely resemble actual environments of application, JTEKT commenced full operation of the Large-Size Bearing Engineering Development Center in 2014. Here, we evaluate and analyze various bearings for the industrial machinery used in rolling stock, wind power generation and steelmaking equipment.

  For machine tools, we are engaged in developing technologies that realize high precision, high efficiency and high reliability, as well as R&D on advanced technologies in areas such as compounding, systematization and energy efficiency. Items such as machining precision and program operations are also evaluated and analyzed.

  Based on this strong framework, and as a result of always thinking one step ahead of customer demands, our products continue to receive high appraisals in the marketplace.

- **Technological Innovation and Improvement**

  Targeting future technological innovations, JTEKT works to evolve the basic technologies it develops in various business fields, continuing to advance and acquire greater knowledge. We have built a foundation for creating products of even higher value that are unique to JTEKT.

  Our R&D achievements have acquired recognition in the form of awards at numerous academic conferences, and are contributing to the further development in a diverse number of industries including not only automotive, but also railway, aviation, medical and others.

- **Careful Materials Selection and Strong Base of Core Technologies**

  The products that JTEKT delivers help to lay the supporting foundation for all industries. The ability to choose materials that can withstand heavy use for long periods while maintaining high quality requires expertise and experience. Additionally, in answer to requirements such as disseminating weight reduction, faster speeds and energy conservation, it is necessary to strengthen our core technologies in diverse areas including tribology, nanotechnology, materials development, grinding machining, heat treatment and electronic control.

  With an advanced R&D system that looks ahead to the future of manufacturing and careful attention to detail in materials technologies, JTEKT continues to be a driving force behind various industries.

- **The Source of Manufacturing – Human Enrichment**

  People are a vital part of manufacturing high-precision products. JTEKT always proactively promotes improving the skills of its engineers in order to achieve greater results. Among our engineering staff, there are many award winners including recipients of the Yellow Ribbon (Medal of Honor) and Contemporary Master Craftsman awards. These personnel not only demonstrate high proficiency and skill in their own right, but also endeavor to nurture next-generation leaders.
JTEKT is an expert in supporting vehicle driving and steering performance on roads around the globe, whether well-paved or in the toughest imaginable environment. Our systems provide superior steering feel and handling performance in areas where technologies, knowledge and fine-tuned sensitivity take priority. As a systems supplier, we pursue product comfort and respond to the requirements of the current era, such as reducing environmental impact and providing more advanced preventative safety control. It is our role to firmly support the automobile society of tomorrow.
Passion for Automobiles

As a leading supplier of steering systems and drive components, JTEKT accelerates the fun to drive.

JTEKT produces a wide lineup of steering systems for vehicles of all sizes, from compact cars to large SUVs. While promoting driving component systematization and modularization, and supporting a comfortable, safe drive, we are contributing to fuel-efficient vehicles through the introduction and installation of a diverse lineup of bearing products for everything from the powertrain to the chassis. Proud of the advanced technologies in its automotive products and having obtained high evaluations from around the world, as a leading supplier, JTEKT will continue implementing innovations in the areas of driving and steering.

**World's first successful development/production of electric power steering (EPS)**

JTEKT was the first company in the world to successfully develop and mass-produce electric power steering (EPS) systems. As an EPS pioneer, JTEKT continues to refine technologies and increase production efficiency, and has held the global No. 1 share since commencing production. In 2015, we reached a total production volume of 100 million units. JTEKT products offer greater safety, comfort and high performance. In order to enhance production efficiency, and has held the global No. 1 share since commencing production. In 2015, we reached a total production volume of 100 million units. JTEKT products offer greater safety, comfort and high performance. In order to enhance environmental performance, we continue to improve products, reducing size and weight. JTEKT plants around the world produce products of high quality using unique technologies, and supply them to customers all over the world.

**TORSEN high-performance differential gear – Supporting a fun driving experience**

TORSEN (Torque-sensing Limited-slip differential) optimally distributes driving force from the engine to each of the four wheels using a special gear mechanism. Optimal instantaneous torque distribution enhances various aspects of driving performance including vehicle cornering and standing-starts on slippery road surfaces. In the sports car market where driving enjoyment is a major factor, torque has become renowned throughout the world.

**Fuel-cell vehicle products – Contributing to an environment-friendly, hydrogen-based society**

Fuel-cell vehicles (FCV) are anticipated to grow increasingly popular in an environment-friendly, hydrogen-based society. At JTEKT, in addition to our conventional mass-produced steering systems and hub units, we began developing high-pressure hydrogen supply valves and depressurization valves—items necessary for FCVs—in 2002, and production began in 2005. Currently, we are working to further advance these technologies and contribute to the popularization of FCVs.

**Intelligent torque-controlled coupling (ITCC) – Simultaneously achieving safety, comfort and excellent fuel efficiency for 4WDs**

Intelligent torque-controlled coupling (ITCC) is a technology used in an overwhelming share of four-wheel-drive vehicles (4WDs) produced by automobile manufacturers around the world. This key element of the 4WD system functions to switch between 2WD and 4WD according to road and driving conditions, enabling the optimal amount of torque (driving force) to be transferred to the rear wheels, supporting tough driving performance.

**High-rpm ball bearings for HV transmissions – Responding to needs of the current era**

Hybrid vehicles (HV) continue to gain popularity worldwide, and transmissions capable of operating at a high rpm are a requirement for them. JTEKT has developed highly reliable high-rpm HV transmission ball bearings which have bearing cages resistant to deformation caused by centrifugal force at high transmission rpms. Tested up to 50,000rpm, these bearings work behind the scenes to support HVs.

**Balancer Shaft Bearing – Improving fuel efficiency by reducing friction**

The balancer shaft is a component that reduces engine vibration by balancing the crankshaft vibration generated against the anti-phase vibration. Due to the recent growing demand for clean diesel engines and downsizing, an increasing number of vehicles are being equipped with balancer shafts. JTEKT has developed the optimal rolling bearing for the balancer shaft, which was previously supported by plain bearings. This roller bearing contributes to reducing friction resistance and maintaining fuel efficiency in many vehicles.

**LFTIII – Low friction-torque taper roller bearings boasting world-class performance**

LFTIII bearings possess world-class low-torque performance. Compared to standard taper roller bearings, LFTIII bearings have 80% less rotational torque while providing a longer service life and higher rigidity. Add size reduction and a 40% weight reduction compared to conventional products, and the result is an approximate 2% improvement in fuel efficiency compared to that when using conventional taper roller bearings (in-house testing), and a significant reduction in CO2 emissions.
From ancient times, bearings have contributed to people's lives. Today, they are used in various machines and have such a vital role in society that it is said, "bearings are turning the wheels of industry." At JTEKT, where bearings are developed as a main product, we carry on the vision witnessed in the sketches of Leonardo da Vinci, and have assigned ourselves the mission of constantly seeking to introduce innovative bearings to the world. Our aim is to be like da Vinci, not bound by one particular genre, but able to contribute to industries globally through free thinking and novel ideas, with the ultimate goal to be of practical benefit to society and the future of the planet.

Carrying on da Vinci’s vision – “The Wheels of Industry”
Pride in Supporting Industries

Creating new possibilities for moving parts through industrial innovation in tribology, materials development and machining technologies

JTEKT technologies contribute to "movement" in diverse industries in the form of advanced bearings used in applications such as eco-conscious wind power generators and high-speed railcars, where cutting-edge technologies are in demand. In addition to applying low-torque/high-quality technologies cultivated in the automobile industry to general industries, we provide machine tools and manufacturing systems as a total package; all as part of our contribution to worldwide societal and industrial development.

Long-life bearings for wind power generators—Answering the need for high reliability with a designed service life of over 20 years

Based on factors such as efforts to prevent global warming and sharp increases in the price of crude oil, wind power generation is rapidly gaining in popularity, especially in Europe. With 2MW-class generators now mainstream, from the perspective of power generation efficiency, there has been good progress towards larger and higher capacity units. Wind power generators must also be highly reliable and have a long service life due to the height above the ground, which makes maintenance difficult.

JTEKT wind power generator bearings use ceramic in the rolling elements to prevent electrical corrosion (i.e., the phenomenon where electric current passes through the bearing during rotation, causing the surface of the roller contact to melt in a localized area). The ceramic also inhibits heat generation inside the bearings, thereby extending the service life of lubricant. This, in turn, achieves highly reliable wind power generators that require less maintenance. CAE analysis and special large-bearing test equipment developed in-house are used in R&D for spindle, booster, and reduction gear bearings. This enables us to provide highly reliable bearings capable of answering diverse global needs, and is the reason we lead the world in supplying bearings for wind power generators.

Bearsings for steelmaking equipment—Ability to withstand use in harsh high-temperature/high-pressure environments

In 1943, JTEKT became the first manufacturer in Japan to supply bearings for steel rolling mills. For the (rotative) bearings used in mills at steel works, where red-hot steel fired to 1,200°C is pushed and shaped, they must provide high reliability, long service life and reduced maintenance. Naturally, JTEKT bearings for steelmaking equipment are highly trusted, following many years of experience in supporting stable operations. At the same time, we have contributed to improving operating efficiency by developing high-accuracy bearings that help to reduce energy consumption. Furthermore, technological developments have resulted in longer maintenance cycles, thereby reducing time and costs related to maintenance and inspections. As a pioneer in the steel industry, JTEKT offers a comprehensive service for steel equipment, comprising of not only bearings, but also drive shafts, hyper couplings (i.e., torque limiters to prevent equipment damage when overload occurs), oil seal products and much more.

Construction machinery bearings—Providing high durability and long service life

Construction machinery is mainly used in harsh environments. Above all, the bearings used in the machinery must have high durability and a long service life. The development of JTEKT bearings used in construction machinery involves repeated evaluations and analyses assuming use in the harshest environments, including conditions such as infiltration of dust and mud, vibration/shock resulting from excessive loads, etc. With our latest automobile technologies, we have created special-purpose bearings that have high durability and a long service life, thus providing the high reliability and performance required at construction sites.

Bearing**:s for the Shinkansen (bullet train)—Supporting speeds in excess of 300km/h

The Shinkansen (i.e., Bullet Train), which travels at speeds of up to 300km/h, boasts top-class performance on a global scale. Contributing to the stable and smooth ride are JTEKT double row taper roller bearings, located at the center of the train wheels. These bearings function to transfer torque from the drive motor to the wheels without loss, and are required to have high reliability and durability to cope with the demanding conditions at ultrahigh speeds. While continuing to implement further size and weight reductions, our technological strengths support the reliability of the Shinkansen.

Spindle bearings for machine tools—Responding to the need for high speed/high rigidity

JTEKT spindle bearings use a special air-lubrication method that enables operation at much higher speed ranges when compared to conventional bearings of the same variety. Supporting the conventional dmn value of 3.3 million to 4 million, our bearings boast an ultrahigh-speed performance on par with the fastest in the world, and achieve both high speed and high rigidity in machine tool spindles.

*CAE = Computer Aided Engineering

* dm = Pitch diameter × Max. rpm

* Compliant with dmn value of 4 million (previous value: 3.3 million)
Beyond the Boundaries of Ultrahigh-Accuracy

The micro-world of values less than 1/1,000th of a millimeter requires accurate technologies with absolutely no margin for error. JTEKT pursues accuracy to the utmost limits, and has assembled a range of element technologies to develop machining centers capable of ultrahigh-precision machining at the submicron and nanometer levels. While this has enabled us to provide a high level of satisfaction and gain the trust of customers seeking ultrahigh accuracy, our quest for further technological advancement continues. In order to achieve performance that exceeds customer expectations, we will pursue our dreams through technological innovation, aiming for ever greater heights.
Confidence in Technology

Dreaming up technologies that create the future of manufacturing...

Machine tools that support stable productivity and quality for our customers

JTEKT occupies a unique position being a parts manufacturer that possesses machine tool technologies. Utilizing this advantage, we provide solutions from the perspective of the customer. In addition to in-house manufacturing of high-precision elemental components and system equipment, we offer solutions for whole production lines and plants applying the expertise of our technical/product specialists, an essential element of true craftsmanship. Through these means, we are able to gain the trust and satisfaction of our customers.

Consistently leading industries – Cutting-edge, high-accuracy machining technologies

Machine tools for industrial fields such as aircraft and molding require highly accurate machining technologies and a superior level of product development. At JTEKT, to further enhance machining accuracy, we have accumulated refined technologies including wheel spindles and control equipment originally developed within the company and group. We are confident in the superiority of the traditional scraping technique used by our company for finishing slide guide surfaces. This meticulous process, performed by highly skilled craftsmen, supports stable, high-accuracy machining over long periods of time. It’s just one example of the advanced techniques and proficient skills that form the basis for our long and proud record of providing stable machining accuracy.

Enhancing productivity by focusing on needs from the customers’ perspective

JTEKT develops products and offers solutions utilizing its unique position as both an automobile parts supplier and machine tool manufacturer, focusing on customer needs from the perspective of the customer. For example, we provide the ability to perform multiple processes using a single machining tool, thus reducing the amount of machinery required. We have also contributed to eliminating wasteful machining practices and enhancing plant productivity through activities such as preventing variations in accuracy caused by changes in temperature. When it comes to equipment operation, maintenance and facility expansion, our machinery is designed to ensure simple operation, easy maintenance and flexibility for our customers. All of this contributes to improved utilization rates of our manufacturing equipment and systems.

Meeting the expectations of diverse industries – Advanced machining capabilities and reliability

Wheel spindles and spindles are known as the “heart” of machine tools. We have complete confidence in these JTEKT products, which are carefully designed to support advanced levels of machining various materials utilized in a diverse array of industries. Whether for construction machinery, transportation machinery, energy-related fields or aerospace, the design adopted is chosen only after fully considering the requirements for high levels of quality, performance, rigidity and reliability. In particular, for the machining of difficult-to-cut materials such as titanium alloys and heat-resistant steel, our machine tools incorporate performance capabilities based on one-of-a-kind high-rigidity, high-accuracy slide technologies and geared variable-speed spindles, enabling us to overwhelm competitors and attain high levels of satisfaction and trust from our customers.

Answering the needs of the era – Comprehensive, continually evolving, production systems

The production systems proposed by JTEKT are not limited to automated systems, such as those involving automatic/unmanned operations. Based on an optimal combination of mechatronics technologies and software modules developed in-house, we propose a wide variety of production systems that emphasize operation ease. Through finely tuned responses to the diversified needs of each industry, our systems have become highly trusted and anticipated by customers around the world.
The JTEKT production, sales and service network continues to expand worldwide. We have reached a truly global scale that enables us to accurately grasp and promptly respond to the needs of our customers, wherever they are.

As a means of fulfilling our role as a truly global company, our manufacturing, products and services are contributing not only to the development of each industry, but also to that of the regions themselves. Aiming for sustainable social development, JTEKT is creating new values never before imagined, and continuing the challenge of making further improvements in manufacturing.
Responsibility for the future

Visionary, highly strategic global development and human resource cultivation to support a solid technological base and stable product quality.

JTEKT implements various initiatives with the goal of satisfying customers worldwide. Examples include creating a manufacturing platform that delivers better products in shorter periods of time, entering joint collaborations with Group companies to develop new technologies, creating new value and expanding business fields through synergistic efforts within the Group, and cultivating human resources for the future. Aiming for the highest standards in all of these endeavors, we are working to fulfill our responsibilities as a truly global company supported by our unified sense of value and the JTEKT WAY.

JTEKT is committed to providing a system in which products that match customers’ needs are supplied quickly and efficiently. Koyo Seiko and Toyota Machine Works—the mother companies that combined to establish JTEKT—have a long history of overseas expansion, including the establishment of a bearings sales company in the USA during the 1950s and a base for machine tools in Brazil during the 1970s. JTEKT currently has over 100 local overseas subsidiaries in more than 20 countries. In addition, as evidence of the company’s visionary foresight, we were one step ahead of other Japanese companies in moving into emerging countries such as India and Brazil, which continue to show strong economic growth. Close to 30,000 personnel have been hired locally and employed at our various business sites worldwide. In the more mature markets of Europe and the USA, we have established a system that is closely connected to our customers to ensure quick and efficient responses to their needs. As we strengthen our business foundations in Asia and other fast-growing regions, we are contributing to local societies by promoting local procurement and creating employment as part of our efforts to ensure manufacturing strongly rooted in the local community.

JTEKT Group – More than 100 companies strong globally

Vehicle components, bearings and machine tools, over 100 products, are manufactured in JTEKT factories and distributed by its sales network. In Japan and throughout regions around the world, each company takes pride in its respective strengths. Each company leverages its strengths to provide products with high added value to customers globally. Moreover, by extending and combining the refined technological strengths of each company beyond the boundaries of their respective business fields, we are creating new value and providing total solutions that bring innovation to our customers’ manufacturing platforms.

Today, the JTEKT Group is collaborating, strengthening itself globally and creating new value for growth.

THE JTEKT WAY
Diverse Employees with a Unified Sense of Value Active on the Global Stage

The JTEKT Group is actively expanding its manufacturing and sales around the world. As a group of truly global companies, our corporate activities are rooted in local communities and cultures, where a diverse range of employees play active roles in many areas. Whether hired in Japan or abroad, members of the JTEKT Group are committed to the JTEKT WAY, sharing a unified sense of value worldwide. The JTEKT WAY is the philosophy of the JTEKT Group, which is born of traditions and cultural aspects handed down over the years, inheriting the spirit of our founder and the tacit knowledge of Koyo Seiko Co., Ltd. and Toyota Machine Works Ltd. It is summarized in five key points: 1) customer first, 2) ownership, 3) Continuous Kaizen, 4) Team work and self discipline 5) Aspiration for innovation and for technology. This is shared by JTEKT employees, each with their own diverse background, living in all corners of the world, yet with the same sense of value and empathy. Beyond the boundaries of regions and countries, JTEKT WAY’s role is to foster employees with experience in many areas and who are active on the global stage.

JTEKT has long been offering a multitude of No.1 & Only One products. Taking pride in this fact, and with a desire to contribute around the world, we established the JTEKT GROUP VISION of “Shaping a Better Future through the Spirit of No.1 & Only One,” a theme that all JTEKT Group employees share in line with becoming a collection of truly global companies. Based on this vision, we formulated a mid-term management plan that focuses on where we want to be five years from now. This mid-term management plan defines our core businesses of steering, driveline, bearings, machine tools and mechatronics, as well as core functions such as sales, human resources and R&D, so that the JTEKT Group is seen as a truly global conglomerate from all perspectives. We carry this plan over from year to year in order to get from our current position to where we believe we should be in five years’ time. The growth defined in the JTEKT Group Vision and shared by the mid-term management plan is a key business solution and the springhead for significant growth in the future.
Corporate social responsibility (CSR) is a constant focus in our efforts to support the sustainable development of society.

JTEKT CSR Policy
Our CSR Policy encompasses the JTEKT Corporate Philosophy, Corporate Activities Standards, Ethics Code for Directors and Officers, and JTEKT Employee Conduct Guidelines.

Corporate Purpose
Seek to contribute to the happiness of people and the abundance of society through product manufacturing that wins the trust of society.

Corporate Activities Standards
1. Follow proper business practices and engage in fair, transparent and free competition based on respect for the law.
2. Derive concepts from the market, provide the best in quality, technology and service, and obtain the satisfaction and trust of customers.
3. Carry out global environmental improvement activities proactively and aggressively with deep awareness of their being an important corporate mission.
4. Respect the individuality of employees, create workplaces that are motivating to employees and enable them to fulfill their potential, and strive toward the realization of safer, more abundant living circumstances.
5. Maintain close communication not only with shareholders but also with society at large and disclose corporate information properly.
6. As a good corporate citizen, aggressively pursue activities that contribute to social regions where we have operations, and seek to contribute to their growth.

Management Stance
1. Create new value and provide society with joy and inspiration on a broad scale.
2. Aim for growth in harmony with society through innovative operations on a global basis.
3. Create a bright energetic corporate atmosphere based on respect for people.
4. Strive toward the realization of safer, more abundant living circumstances.

Ethics Code for Directors and Officers
The Ethics Code for Directors and Officers was established in April, 2008. It is the equivalent to conduct guidelines for directors and corporate officers. This ethics code comprises of 11 clauses including “Ethical conduct in good faith”, “Compliance with laws and regulations” and so on to insure that laws are complied with. Moreover, another objective of this ethics code is to encourage employees to observe laws by directors setting examples.

JTEKT Employee Conduct Guidelines
The JTEKT Employee Conduct Guidelines uses straightforward language to set out the basic frame of mind and directives for employee activities in order to achieve JTEKT’S corporate philosophy and become the company JTEKT is aiming for. It was established in April 2006 and revised in June of 2008. Directives are featured on the JTEKT intranet and the CSR HANDBOOK issued January, 2011. A pocket version which can be carried easily was also distributed to reinforce and spread CSR to all employees.

JTEKT Environmental Management
To realize our corporate philosophy of “contributing to the happiness of people and the abundance of society through product manufacturing”, the JTEKT group considers the environment to be an important management issue and promotes action to contribute to the development of a sustainable planet and society.

JTEKT Group Environmental Vision
Based on the CSR policy, JTEKT established the JTEKT Group Environmental Vision comprised of an environmental philosophy and policy defining global environmental conservation action. We aim to achieve a sustainable society, establishing an action plan and promoting activities to achieve this goal.

JTEKT Environmental Philosophy
The JTEKT group is aiming to reduce the environmental load of our business activities and products throughout their life-cycle in order to conserve the global environment for future generations and realize a sustainable society.
Company Overview

Company name: JTEKT CORPORATION

Company logo:

Head office locations:

- Tokyo Head Office
  - 3-5-15 Marunouchi, Chiyoda-ku, Tokyo 100-8001 Japan
  - Phone: +81-3-3571-6213 (Machine tools / Mechatronics)

- Osaka Head Office
  - 3-5-8 Midorigaoka, Chuo-ku, Osaka 542-8502 Japan
  - Phone: +81-6-6245-4021

- Nagoya Head Office
  - 4-3-37 Sakae, Chubu-ku, Nagoya 463-8531 Japan
  - Phone: +81-52-527-1900

Main business activities:

- Manufacturing and sales of steering systems, bearings, diesel engine components, machine tools and electronic control devices.

Capital:

- Consolidated: 4,242 million dollars as of Mar. 31, 2016
- Non-consolidated: 1,714 million dollars as of Mar. 31, 2016

Number of employees:

- Consolidated: 43,938 as of Mar. 31, 2016
- Non-consolidated: 11,348 (as of Mar. 31, 2016)

Head Offices

- Nagoya Head Office
  - 4-3-37 Sakae, Chubu-ku, Nagoya, Aichi Pref., 463-8531 Japan
  - Phone: +81-52-527-1900

- Osaka Head Office
  - 3-5-8 Midorigaoka, Chuo-ku, Osaka, 542-8502 Japan
  - Phone: +81-6-6245-4021

Officer List

Chairman / President: Seiji Sudoh
Executive Vice President: Koichi Yamada
Executive Vice President: Masahiko Ito
Senior Executive Director: Akira Kato
Senior Executive Director: Hironori Miyoshi
Executive Director: Tomohiko Sakai
Executive Director: Takanori Matsumoto
Director: Isao Nakamura

Member of the Audit & Supervisory Board

- Takao Gonno Managing Officer
- Francis Michael Davidson
- Jiro Nishida Managing Officer
- Atsushi Kume
- Keiji Araki
- Nobutaka Takeoka Managing Officer

Managing Officers

- Hiroyumi Matsuoka
- Hiroyuki Kaijima
- Hiroyuki Miyazaki
- Tetsuo Agata
- Koichi Fukaya
- Hiroshi Takenaka
- Michael Davidson

Managing Director

- Tetsuo Akiyama

Member of the Audit & Supervisory Board

- Francis Michael Davidson
- Jiro Nishida Managing Officer
- Toru Miyashita Managing Officer
- Atsushi Kume
- Keiji Araki
- Nobutaka Takeoka Managing Officer

Managing Director

- Hiroshi Ueda

Member of the Audit & Supervisory Board

- Hiroshi Ueda

Financial Data

Financial Results for Past Five Years

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Sales (Million of Yen)</th>
<th>Operating Income (Million of Yen)</th>
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<tbody>
<tr>
<td>FY ended Mar 2015</td>
<td>21,685</td>
<td>698</td>
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<tr>
<td>FY ended Mar 2016</td>
<td>22,046</td>
<td>727</td>
</tr>
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Notes:

- *Conversion rate = ¥112.68 per U.S. dollar.

Corporate Profile

Domestic Network

Domestic affiliates:

- Koyo Machine Industries Co., Ltd.
- Yamaha Machine Industries Co., Ltd.
- Tochigi Gaikokujyuku Co., Ltd.
- kayabi Co., Ltd.
- Koyo Sealing Techonolo Co., Ltd.
- CHIK Co., Ltd.
- Toyo Co., Ltd.
- Satake Co., Ltd.
- Koyo Electronics Industries Co., Ltd.
- Daiwa Co., Ltd.

Sales by Region/Segment for Fiscal Year Ended March 2016

<table>
<thead>
<tr>
<th>Region</th>
<th>Sales (Million of Yen)</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>9,496</td>
<td>48.5%</td>
</tr>
<tr>
<td>North America</td>
<td>2,912</td>
<td>14.6%</td>
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<td>Europe</td>
<td>1,873</td>
<td>9.6%</td>
</tr>
<tr>
<td>Asia, Oceania, other</td>
<td>2,670</td>
<td>13.2%</td>
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Notes:

- *Conversion rate = ¥112.68 per U.S. dollar.

Sales Offices

<table>
<thead>
<tr>
<th>Country</th>
<th>Office</th>
<th>Address</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>Koyo Branch Office</td>
<td>Ottostr. 1-3, Kugelstich, Stuttgart 70539, Germany</td>
<td>+49-711-176-0</td>
</tr>
<tr>
<td>France</td>
<td>Koyo Branch Office</td>
<td>1-5-15 Shihoro, 85-0704, France</td>
<td>+33-1-47-35-12</td>
</tr>
<tr>
<td>Italy</td>
<td>Koyo Branch Office</td>
<td>P.O. Box 12, 20122, Milan, Italy</td>
<td>+39-2-47-12</td>
</tr>
<tr>
<td>China</td>
<td>Koyo Business Office</td>
<td>12-15, Chibukan, Chiba, Chiba Prefecture 280-0023 Japan</td>
<td>+81-43-245-2877</td>
</tr>
<tr>
<td>India</td>
<td>Koyo Business Office</td>
<td>39 Aza Nishino, Kasagi, Aizumi-cho, Itano-gun, Tokushima Prefecture 771-1295 Japan</td>
<td>+81-86-444-3071</td>
</tr>
<tr>
<td>Malaysia</td>
<td>Koyo Business Office</td>
<td>1-5-48, MRL-1, Setapak, Kuala Lumpur 561-0023 Malaysia</td>
<td>+60-3-3571-6213</td>
</tr>
<tr>
<td>Thailand</td>
<td>Koyo Business Office</td>
<td>570-12, M. R. R. Road, Bangkok 10530, Thailand</td>
<td>+66-2-8213450</td>
</tr>
<tr>
<td>Indonesia</td>
<td>Koyo Business Office</td>
<td>3-1-25, Jalan Berjaya, 486-880, Indonesia</td>
<td>+62-21-2213213</td>
</tr>
<tr>
<td>Russia</td>
<td>Koyo Business Office</td>
<td>2-1-57, 12-storied building, 125004 Moscow, Russia</td>
<td>+7-499-977-6868</td>
</tr>
<tr>
<td>Australia</td>
<td>Koyo Business Office</td>
<td>4-3-37 Sakae, Chubu-ku, Nagoya 463-8531 Japan</td>
<td>+81-52-527-1900</td>
</tr>
</tbody>
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Notes:

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Machine Tool & Mechatronics Service

- Technical Services Group
  - Grinders Service
  - Machining Service
  - Service Dedicated Machinery
  - Machinists Training

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