



Corporate Profile

**JTEKT**

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JTEKT CORPORATION

## Shaping a Better Future through the Spirit of “No.1 & Only One”

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.



Tetsuo Agata  
President

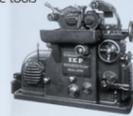
### C o n t e n t s

Message	02
Hlstory	03
Business Field	05
Domestic affiliates	07
Research & Development	11
Products For Automobiles	13
Products For Industry	17
Products For Craftmanship	21
Global Development	25
Corporate Social Responsibility	29

# 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.

## Koyo

- ▶1921 -Established Koyo Seiko Co. in Osaka as the private business of Zenichiro Ikeda. Initially sold imported bearings, later starting production.   
Zenichiro Ikeda, Founder
- ▶1935 -Reorganized as Koyo Seiko Co., Ltd.
- ▶1938 -Completed Kokubu Plant 
- ▶1943 -Completed Takamatsu Plant & Tokyo Plant
- ▶1958 -Established sales company in the USA 
- ▶1960 -Started development/prototype production of steering systems
- ▶1961 -Established Koyo Machine Industries Co., Ltd. under Koyo Seiko as a manufacturer of Koyo-brand machine tools 
- ▶1963 -Entered business tie-up with Osaka Bearing Manufacturing Co., Ltd. (now DAIBEA Co., Ltd.) -Completed New Tokushima Plant
- ▶1975 -Started manufacturing bearings in USA -Completed Hiketa Plant (now Kagawa Plant); started production of taper roller bearings
- ▶1987 -Merged with Koyo Automatic Machine Co., Ltd. and took over operations of Nara Plant and Toyohashi Plant 
- ▶1988 -Developed and manufactured world's first electric power steering system 
- ▶1990 -Completed Karneyama Plant -Started investment in and signed technical assistance agreement with Societe de Mecanique D'irigny S.A. (presently JEU), a steering systems subsidiary of Renault, France 
- ▶1992 -Started investment in the SONA Group, India 
- ▶1995 -Started manufacturing bearings in China 
- ▶1998 -Completed R&D center (Kashihara, Nara Prefecture)

- 2002 Established FAVESS Co., Ltd. for developing/selling electric power steering systems
- 2003 -Concluded comprehensive business tie-up with Mitsui Seiki Kogyo Co. Ltd. (machine tools field)
- 2003 -Purchased TORSEN Business Division from Bosch Automotive -Started manufacturing automobile parts in China 
- Established Toyoda Machinery (Dalian) Co., Ltd. for manufacturing machine tools in China
- 2006 **JTEKT**
- 2007 -Developed and started mass production of large insulated ceramic bearings for wind power generators
- 2008 -Developed lightweight, low-torque hub unit bearings
- 2009 -Purchased needle bearing business of the Timken Company, USA -Developed torque-sensitive (TORSEN) limited-slip differential for luxury sports cars -Launched high-precision combination grinder
- 2010 -Started manufacturing electric power steering systems in India -Launched five-axis horizontal machining center
- 2011 -Started manufacturing electric power steering systems in Indonesia
- 2012 -Opened the Iga Proving Ground 
- 2014 -Commenced full operation of the Large-Size Bearing Engineering Development Center 

## TOYODA

- ▶1941 -Established Toyoda Machine Works, Ltd. as an independent spin-off of the machinery division of Toyota Motor Corporation   
Kiichiro Toyoda, Founder
- ▶1955 -Started technical tie-up with Gendron, France and began manufacturing cylindrical grinders -First transfer machine produced in Japan completed 
- ▶1965 -Developed Toyoda-brand grinder -Completed Okazaki Plant 
- ▶1968 -Started manufacturing power steering systems -Developed machining center
- ▶1972 -Developed TOYOPUC multi-purpose controller
- ▶1973 -Established machine tool base in Brazil 
- ▶1977 -Established machine tool sales company in USA 
- ▶1980 -Started manufacturing constant velocity joints for automobiles
- ▶1986 -Developed and started manufacturing masterless cam grinder 
- Completed Takahama Plant (now Tadomisaki Plant) 
- Opened technical center (Hanazono)
- ▶1996 -Started manufacturing steering systems in Thailand 
- ▶1998 -Started manufacturing electronic intelligent torque controlled coupling (ITCC) for 4WDs 

- 2002 Established FAVESS Co., Ltd. for developing/selling electric power steering systems
- 2003 -Concluded comprehensive business tie-up with Mitsui Seiki Kogyo Co. Ltd. (machine tools field)
- 2003 -Purchased TORSEN Business Division from Bosch Automotive -Started manufacturing automobile parts in China 
- Established Toyoda Machinery (Dalian) Co., Ltd. for manufacturing machine tools in China

**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.

### Business Brand

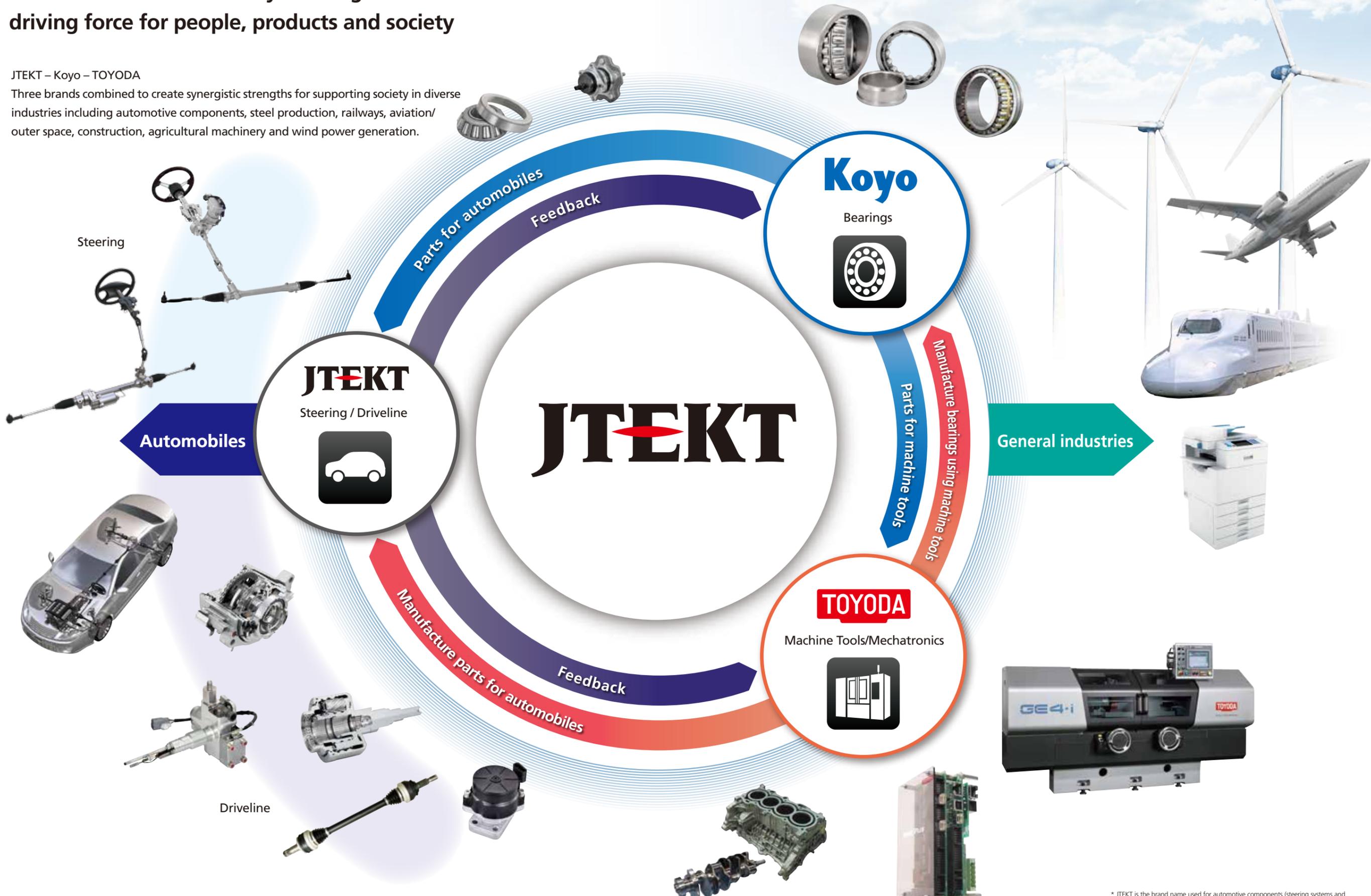
**JTEKT** .... Automotive components    **Koyo** .... Bearings    **TOYODA** .... Machine Tools / Mechatronics

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

# 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 expansive sales networks in each of our businesses; that is, automotive parts, bearings and machine tools. Unifying our strength as a group and refining our technologies, we provide products with high added-value to our customers. At the same time, we utilize the accumulated strength of the Group to exceed the boundaries of individual business fields and propose new total solutions.

# JTEKT DOMESTIC AFFILIATES



## Everything 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 500,000m<sup>2</sup> 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.



**■ Winding Course**  
Many curves and inclines are incorporated to evaluate overall vehicle motion.



**■ Straight Course**  
A 1,000m-long straight enables the evaluation of straight-line stability of automobiles as well as noise and failsafe performance of the electronic control system.



**■ Fording course**  
Mainly used for evaluating powertrain components and the airtight performance of steering systems.



**■ Noise Evaluation Course**  
Product evaluations are conducted under various road surface conditions such as stone-block paved courses and cobblestone courses.



**■ Dynamics Pad**  
Versatile testing of turning radius, slalom driving and other maneuvers are conducted on a surface area roughly the size of Tokyo Dome.

### ■ 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 generators 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, systemization 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.



Driving simulator



Railcar bearing simulation test equipment



CAE analysis of bearings for wind power generators



Special test equipment for large bearings



3D measurement to confirm machining accuracy



Research on ultra-precise grinding using diamond grinding wheels



Large-Size Bearing Engineering Development Center

### ■ 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.

- |               |  |
|---------------|--|
| Recent awards | - FY2014 Invention Award (Japan Institute of Invention and Innovation)       |
|               | - FY2013 Paper Award (Material Technology of Japan Research Institute)       |
|               | - FY2012 Technology Development Award (The Japan Fluid Power System Society) |

### ■ 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 downsizing, 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 knows every road of the globe*

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 systemization 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 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.



## Rack-assist type electric power steering – Supporting a comfortable drive in luxury vehicles

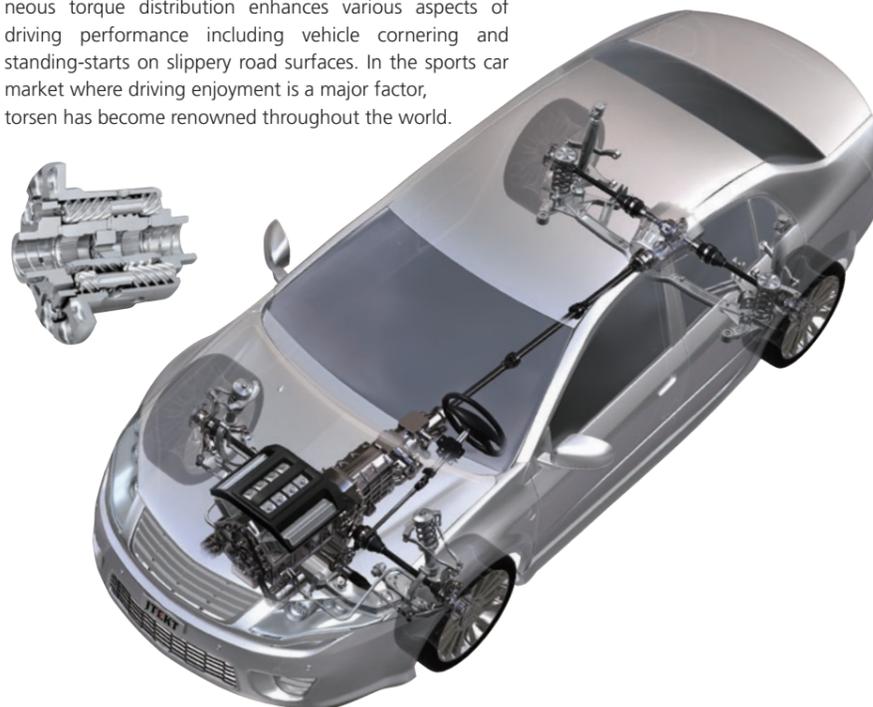
Luxury vehicles and large vehicles require not only comfort and excellent driving feel, but fuel efficiency as well. JTEKT develops and mass produces various steering systems, including the Rack-Parallel EPS, in order to meet customers' needs.

Essential to the evolution of luxury vehicles, JTEKT constantly pursues R&D activities focused on motors, electronic control units (ECUs) and other products, creating new value for "fun to drive."



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

TORSEN (Torque-sensitive 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, torsen 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 FCVs—in 2002, and production began in 2005. Currently, we are working to further advance these technologies and contribute to the popularization of FCVs.

## 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.



## JTEKT technologies and achievements proven on roads around the world – Hub units supporting all forms of driving from the underbody up

JTEKT is continuously evolving hub units by incorporating wheel units and peripheral parts. It is a key component supporting vehicle fuel efficiency and high durability in harsh environments such as muddy water, and driving performance in all aspects. Through CAE analysis, we have achieved the opposing features of strength and rigidity versus lightness, and balanced low torque and endurance through the utilization of high-performance tools and grease. Moreover, JTEKT is the first Japanese manufacturer to develop and mass-produce the third-generation tapered roller hub unit—which integrates the inner ring of the vehicle outer row on a tapered roller hub unit and the hub shaft—as a product targeting pickup trucks and large SUVs



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

Hybrid vehicles (HVs) 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.

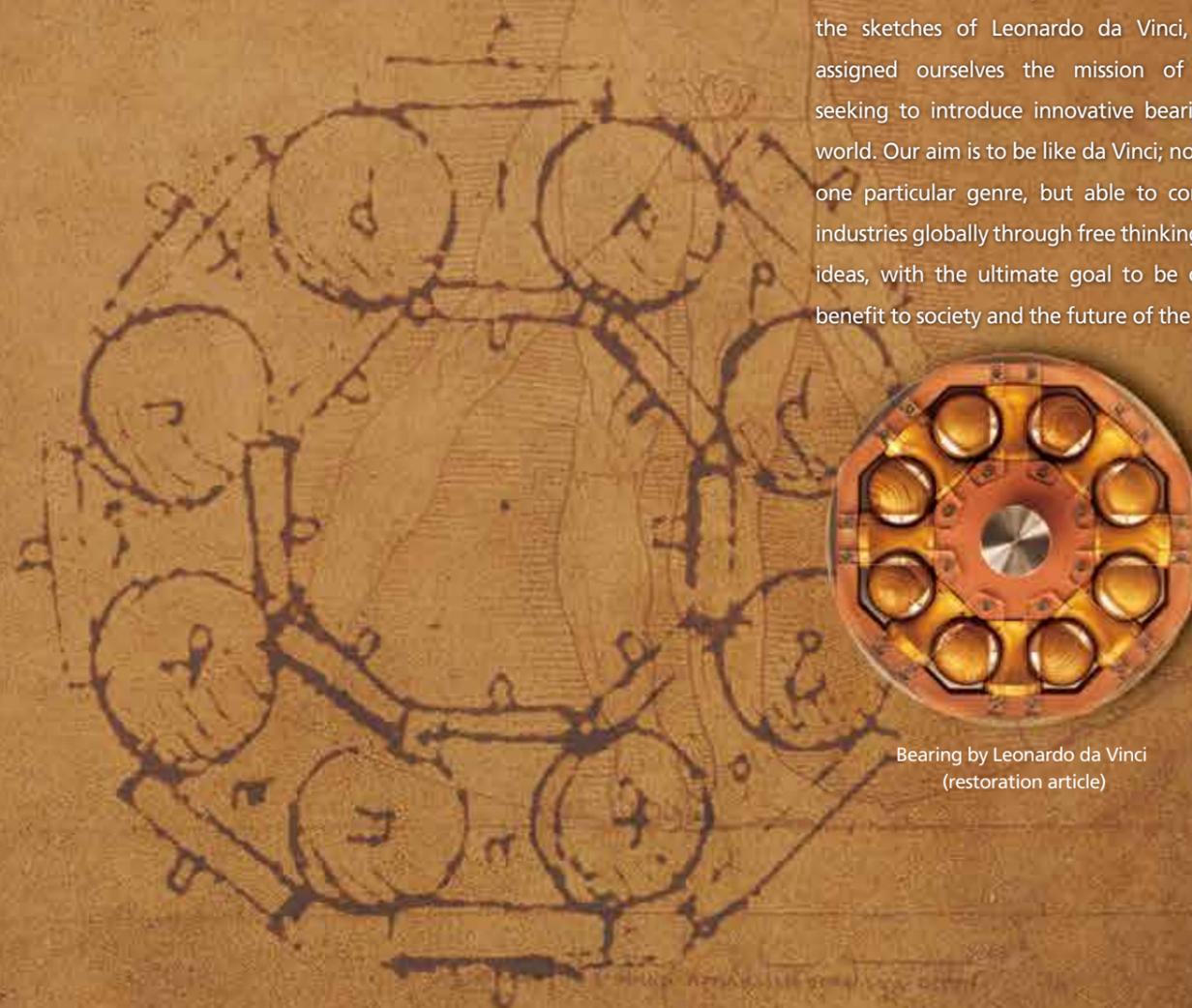
## LFTIII – Low friction-torque taper roller bearings boasting world-class performance

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.



*Carrying on da Vinci's vision – "The Wheels of Industry"*

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.



Bearing by Leonardo da Vinci  
(restoration article)

# 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.

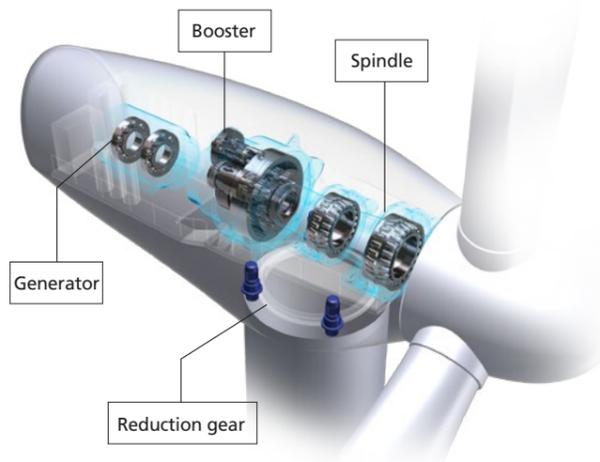


### Long-life bearings for wind power generators – Answering the need for high reliability with a designed service life of over 20 years

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 on the 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.

\*CAE : Computer Aided Engineering



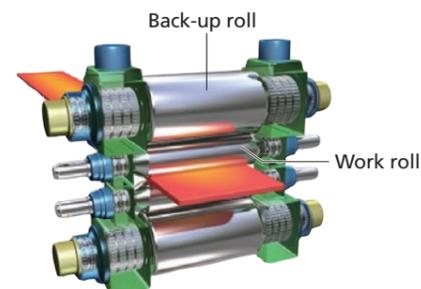
### Bearings for steelmaking equipment – Ability to withstand use in harsh high-temperature/high-pressure environments



In 1943, JTEKT became the first manufacturer in Japan to supply bearings for steel rolling mills. For the (rollneck) 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.



### Bearings for the Shinkansen (bullet train) – Supporting speeds in excess of 300km/h

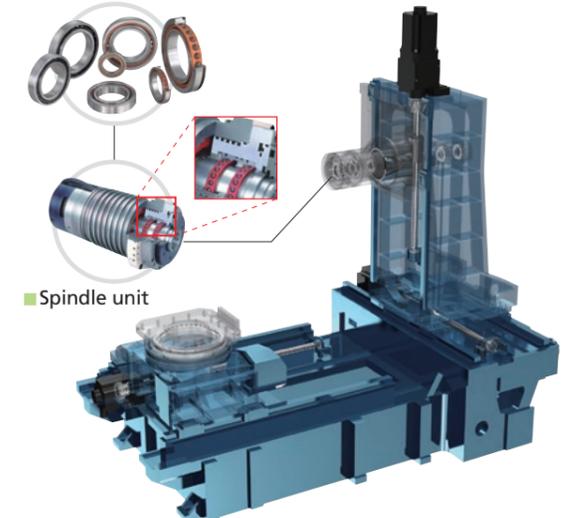
The Shinkansen (i.e., Bullet Train), which travels at speeds of up to 300km/h, boasts top-class performance on a global scale. Contributing to the stable and smooth ride are JTEKT double row taper roller bearings, located at the center of the train wheels. These bearings function to transfer torque from 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.

#### Spindle bearings



\* Compliant with dmn value of 4 million (previous value: 3.3 million)  
\* dmn = Pitch diameter × Max. rpm



## *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.



Products  
for Craftsmanship

## 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.



Traditional scraping process performed by a highly skilled craftsman

## 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.



GF50M-70T, TG4-63 crankshaft grinders (flexible cell) require no time for setup changes, and boast revolutionary process integration



"Big, fast and strong" FH800SX-i horizontal machining center administers top-level class performance

*Expanding on the global*

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.



## Promoting accelerated global expansion – A network capable of responding to customers’ needs at any time

JTEKT is committed to providing a system in which products that match customers’ needs are supplied quickly and efficiently. Koyo Seiko and Toyoda 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

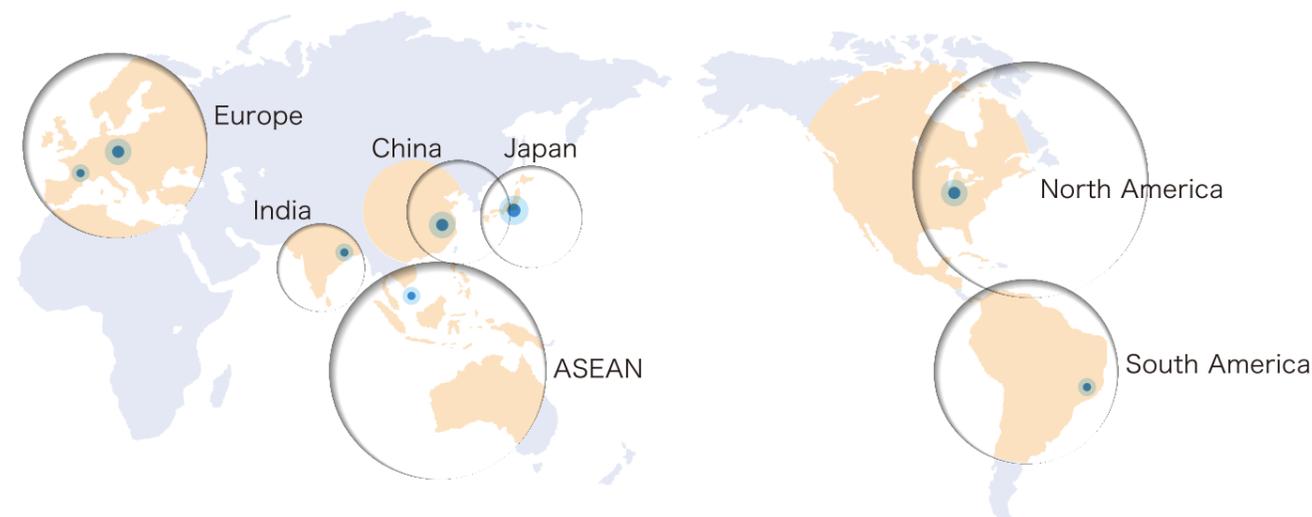
The JTEKT Group is actively expanding its manufacturing and sales around the world. As a group of truly global companies, our corporate activities are rooted in local communities and cultures, where a diverse range of employees play active roles in many areas. Whether hired in Japan or abroad, members 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 Toyoda 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 technique. 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, JTEKTWAY’s role is to foster employees with experience in many areas and who are active on the global stage.

## Focusing 5 years ahead to understand what needs to be done now

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 Philosophy

##### Corporate Purpose

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

##### 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.

#### Corporate Activities Standards

1. Follow proper business practices and engage in fair, transparent and free competition based on a 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 to provide each with 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 soc regions where we have operations, and seek to contribute to their growth.

#### 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 Group Environmental Vision

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Environmental Philosophy

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Environmental Policy

#### 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

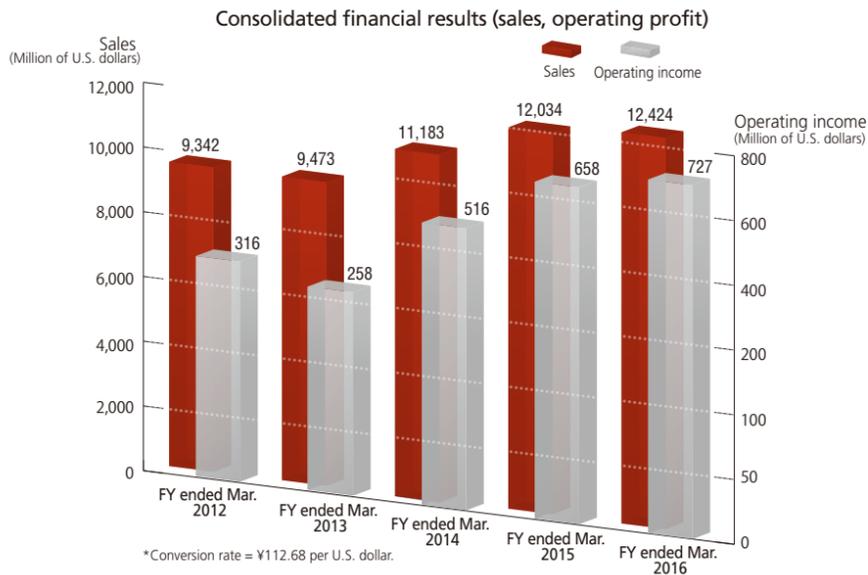
Company name	JTEKT CORPORATION
Company logo	
Head office locations	Osaka head office 3-5-8 Minami-semba, Chuo-ku, Osaka 542-8502 Japan Tel.: +81-6-6271-8451  Nagoya head office 15th Floor, Midland Square, 4-7-1 Meieki, Nakamura-ku, Nagoya 450-8515 Japan Tel.: +81-52-527-1900
Main business activities	Manufacturing and sales of steering systems, bearings, driveline components, machine tools and electronic control devices.
Capital	405 million dollars (as of Mar. 31, 2016)
Sales	Consolidated: 12,424 million dollars (in FY ended Mar. 31, 2016) Nonconsolidated: 5,634 million dollars (in FY ended Mar. 31, 2016)
Number of employees	Consolidated: 43,938(as of Mar. 31, 2016) Nonconsolidated: 11,348 (as of Mar. 31, 2016)

Officer List

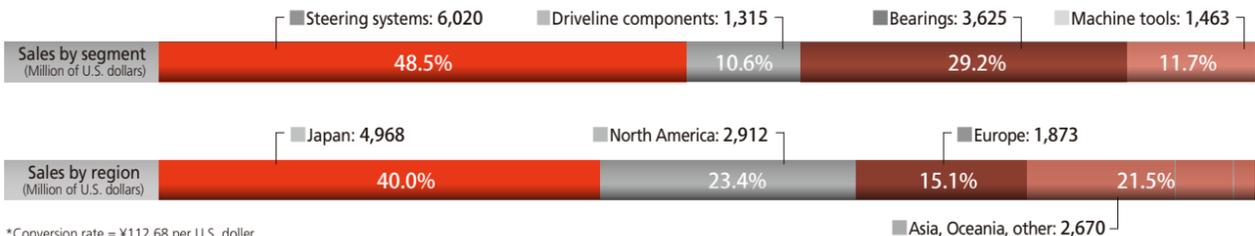
Board of Directors	Chairman / Seichi Sudou President / Tetsuo Agata Executive Vice President / Seiho Kawakami Executive Vice President / Masakazu Isaka  Senior Executive Director / Atsushi Kume Senior Executive Director / Hiroyuki Miyazaki Executive Director / Hiroyuki Kajima Executive Director / Tomokazu Takahashi Executive Director / Takumi Matsumoto Director / Takao Miyatani Director / Iwao Okamoto
Members of the Audit & Supervisory Board	Member of the Audit & Supervisory Board / Masatake Enomoto Member of the Audit & Supervisory Board / Hiroshi Takenaka Member of the Audit & Supervisory Board / Koichi Fukaya Member of the Audit & Supervisory Board / Masaaki Kobayashi Member of the Audit & Supervisory Board / Koel Saga
Managing Officers	Executive Managing Officer / Keiji Araki Executive Managing Officer / Hidekazu Omura Executive Managing Officer / Kazunori Shimada Executive Managing Officer / Kazuhisa Makino Executive Managing Officer / Makoto Sano Executive Managing Officer / Yoshikazu Konishi Executive Managing Officer / Hiroshi Ii Executive Managing Officer / Hirohumi Matsuoka  Managing Officer / Nobutaka Takeoka Managing Officer / Kunihiko Yokota Managing Officer / Toru Miyashita Managing Officer / Haruhiko Segawa Managing Officer / Nobuya Suzuki Managing Officer / Francis Fortin Managing Officer / Tsutomu Kimura Managing Officer / Jiro Nishida Managing Officer / Naoyuki Tomida Managing Officer / Takao Gonno Managing Officer / Hiroyuki Fujisawa  Managing Officer / Masayuki Watanabe Managing Officer / Takao Okayasu Managing Officer / Hiroshi Fukae Managing Officer / Takao Inoue Managing Officer / Koichi Yamanaka Managing Officer / Kazunori Hayashida Managing Officer / Yasunori Nakaoka Managing Officer / Shuui Tateishi Managing Officer / Koichi Sugiyama Managing Officer / Kenji Okamoto Managing Officer / Michael Davidson

Financial Data

Financial Results for Past Five Years



Sales by Region/Segment for Fiscal Year Ended March 2016



JTEKT Domestic offices

Head Offices

- Nagoya Head Office**  
4-7-1 Meieki, Nakamura-ku, Nagoya, Aichi Pref., 450-8515 Japan  
Phone: +81-52-527-1900
- Osaka Head Office**  
3-5-8 Minamisemba, Chuo-ku, Osaka, 542-8502 Japan  
Phone: +81-6-6271-8451

Plants

- Sayama Plant**  
1-5-14 Shinsayama, Sayama, Saitama Prefecture 350-1331 Japan  
Phone: +81-4-2968-2311  
Products: TORSEN Differential
- Tokyo Plant**  
3-5-1 Sakae-cho, Hamura, Tokyo 205-0002 Japan  
Phone: +81-42-554-1111  
Products: Needle roller bearings, constant velocity joints, drive shafts, propeller shafts
- Kariya Plant**  
1-1 Asahi-machi, Kariya, Aichi Prefecture 448-8652 Japan  
Phone: +81-566-25-5111  
Products: Machine tools, Control device, machined parts
- Hanazono Plant**  
1-10 Miyama, Shinpukuiji-cho, Okazaki, Aichi Prefecture 444-2106 Japan  
Phone: +81-564-27-3111  
Products: Electric power steering, hydraulic power steering pumps, electric control units

- Toyohashi Plant**  
5-61 Akemi-cho, Toyohashi, Aichi Prefecture 441-8074 Japan  
Phone: +81-53-223-2411  
Products: Hydraulic power steering, manual steering, collapsible steering columns
- Tadomisaki Plant**  
1-5-3 Tado-cho, Takahama, Aichi Prefecture 444-1323 Japan  
Phone: +81-566-53-3611  
Products: Driveshafts, AWD couplings
- Okazaki Plant**  
8 Kiriyama, Ichiba-cho, Okazaki, Aichi Prefecture 444-3593 Japan  
Phone: +81-564-48-2321  
Products: AWD couplings, linear solenoid valves for AT and CVT, oil pumps for AT and CVT, propeller shafts, cast parts
- Kameyama Plant**  
805-18 Sakaino-cho, Taikoji-cho, Kameyama, Mie Prefecture 519-0168 Japan  
Phone: +81-595-83-1751  
Products: Ball bearings, clutch bearings, clutch pulleys for alternator

- Kokubu Plant**  
24-1 Kokubuhigano-cho, Kashiwara, Osaka Prefecture 582-8588 Japan  
Phone: +81-72-977-1111  
Products: All types of ball and roller bearings, super large bearings, hub units, high-precision bearings
- Nara Plant**  
333 Toichi-cho, Kashihaha, Nara Prefecture 634-8555 Japan  
Phone: +81-744-24-1111  
Products: Electric power steering, electric pumps for hydraulic-electric type power steering, hydraulic power steering, manual steering
- Tokushima Plant**  
1 Yamahata, Okuno, Aizumi-cho, Itano-gun, Tokushima Prefecture 771-1294 Japan  
Phone: +81-88-692-3111  
Products: Ball bearings, water pump bearings, cylindrical roller bearings, special environment bearings, double row angular contact ball bearings, hub units, tensioner pulleys
- Kagawa Plant**  
515-1 Umayado, Higashikagawa, Kagawa Prefecture 769-2902 Japan  
Phone: +81-879-33-5511  
Products: Tapered roller bearings

Sales Offices<Automotive components / Bearings>

- Kitakanto Branch Office (UTSUNOMIYA)**  
1-6-12 Higashiyukugo, Utsunomiya, Tochigi Prefecture 321-0953 Japan  
Phone: +81-28-634-7610 (OTA)
- Osaka Branch Office**  
1245-1 Iida-cho, Ota, Gunma Prefecture 373-0851 Japan  
Phone: +81-276-47-0030
- Kanto Branch Office**  
Rulie6F 1-3, Kotobukicho, Atsugicity, Kanagawa Prefecture 243-0003 Japan  
Phone: +81-46-294-5400
- Tokai Branch Office (HAMAMATSU)**  
561-2 Wada-cho, Higashi-ku, Hamamatsu, Shizuoka Prefecture 435-0016 Japan  
Phone: +81-53-461-0123 (OKAZAKI)
- Toyota Branch Office**  
1-1 Kotobuki-cho, Toyota, Aichi Prefecture 471-0834 Japan  
Phone: +81-565-28-2215
- Osaka Branch Office**  
3-5-8 Minamisemba, Chuo-ku, Osaka, 542-8502 Japan  
Phone: +81-6-6245-5992
- Hiroshima Branch Office**  
2-21-22 Shinonome-honmachi, Minami-ku, Hiroshima Prefecture 734-0023 Japan  
Phone: +81-82-282-4184

Sales Offices<Bearing relationship for Industrial Machine, Machine tools / Mechatronics>

- Higashinohon Branch Office**  
7-11-15 Ginza, Chuo-ku, Tokyo 104-0061 Japan  
Phone: +81-3-3571-6983 (Bearing relationship)  
Phone: +81-3-3571-6213 (Machine tools / Mechatronics)
- Hokkaido Business Office**  
Kita 23-jo Higashi 23-4-23, Higashi-ku, Sapporo, Hokkaido 065-0023 Japan  
Phone: +81-11-785-2100
- Tohoku Business Office**  
23-4-23 Oroshimachi-Higashi, Wakabayashi-ku, Sendai, Miyagi Prefecture 984-0002 Japan  
Phone: +81-22-287-6735
- Mito Business Office**  
2-1-20 Jonan, Mito, Ibaraki Prefecture 310-0803 Japan  
Phone: +81-29-300-3006
- Chiba Business Office**  
3-13 Shinmachi, Chuo-ku, Chiba, Chiba Prefecture 260-0028 Japan  
Phone: +81-43-245-2877
- Kanagawa Business Office**  
4-9-18 Naka-cho, Atsugi, Kanagawa Prefecture 243-0018 Japan  
Phone: +81-46-297-7310
- Niigata Business Office**  
2-2-27 Kandouji, Chuo-ku, Niigata, Niigata Prefecture 950-0983 Japan  
Phone: +81-25-245-8581
- Nakanihon Branch Office (NAGOYA)**  
5-1-7 Meieki-minami, Nakamura-ku, Nagoya 450-0003 Japan  
Phone: +81-52-331-7431 (Bearing relationship)  
Phone: +81-52-331-7432 (Machine tools / Mechatronics) (HAMAMATSU)
- Hokuriku Business Office**  
561-2 Wada-cho, Higashi-ku, Hamamatsu, Shizuoka Prefecture 435-0016 Japan  
Phone: +81-53-460-8181 (Machine tools / Mechatronics)
- Hokuriku Business Office**  
331 Tokumotomachi, Nonoi-cho, Ishikawa Prefecture 921-8842 Japan  
Phone: +81-76-248-5722

- Nishinohon Branch Office (OSAKA)**  
3-5-8 Minamisemba, Chuo-ku, Osaka, 542-8502 Japan  
Phone: +81-6-6245-4009 (Bearing relationship)  
Phone: +81-6-6245-4010 (Machine tools / Mechatronics) (HIROSHIMA)
- Keiji Business Office**  
1-2-22 Hamaotsu, Otsu, Shiga Prefecture 520-0047 Japan  
Phone: +81-77-526-8861
- Kobe Business Office**  
7-1-1 Onoedori, Chuo-ku, Kobe, Hyogo Prefecture 651-0088 Japan  
Phone: +81-78-251-8451
- Okayama Business Office**  
63 Tsurajima, Tsurajimacho, Kurashiki, Okayama Prefecture 712-8011 Japan  
Phone: +81-86-444-3071
- Shikoku Business Office**  
1516-2 Tahishimomachi, Takamatsu, Kagawa Prefecture 761-8075 Japan  
Phone: +81-87-815-3410
- Kyushu Business Office**  
3-3-15 Katano, Kokurakita-ku, Kitakyushu, Fukuoka Prefecture 802-0064 Japan  
Phone: +81-93-951-6551

Machine Tool & Mechatronics Service

- Technical Services**  
Phone: +81-566-25-5160
- Grinders Service**  
Phone: +81-566-25-5161
- Machining Service**  
Phone: +81-566-25-5165
- Service Dedicated Machine**  
Phone: +81-566-25-5385
- Mechatronics Service**  
Phone: +81-566-25-8291
- East Japan Service Center**  
6-13 Hachiman, Kawajima-machi, Hiki-gun, Saitama Prefecture 350-0913 Japan  
Phone: +81-49-297-9905
- West Japan Service Center**  
3-5-8 Minamisemba, Chuo-ku, Osaka, 542-8502 Japan  
Phone: +81-6-6245-5819
- Customer Center**  
No. 1, Asahi-machi 1-chome, Kariya, Aichi Pref., 448-8652 Japan  
Phone: +81-566-25-8419

Iga Proving Ground (Test Course)

2254-1 Marubashira Waseguri, Iga, Mie Prefecture 518-1325 Japan  
Phone: +81-3-3571-6212

JTEKT ROOM Ginza (Showroom)

Tokyo JTEKT Bldg 1F, 7-11-15 Ginza, Chuo-ku, Tokyo 104-0061 Japan  
Phone: +81-3-3571-6212

Domestic affiliates

- Koyo Machine Industries Co., Ltd.**  
2-34 Minamiematsu-cho, Yao, Osaka Prefecture 581-0091 Japan  
Phone: +81-72-922-7881 <http://www.koyo-machine.co.jp/english/>  
Business activities: Manufacture and sale of machine tools, mechanical parts, and automotive components
- Toyouki kogyo Co., Ltd.**  
45 Aza Kaizan, Hatsuchi-cho, Okazaki, Aichi Prefecture 444-3592 Japan  
Phone: +81-564-48-2211 <http://www.toyouki.jp/en/>  
Business activities: Manufacture of hydraulic and pneumatic devices, manufacture and sale of machine tools and automotive components
- Koyo Sealing Techno Co., Ltd.**  
39 Aza Nishino, Kasagi, Azumi-cho, Itano-gun, Tokushima Prefecture 771-1295 Japan  
Phone: +81-88-692-2711  
Business activities: Manufacture of oil seals
- CNK Co., Ltd.**  
28 Bawari, Noda-cho, Kariya, Aichi Prefecture 448-0803 Japan  
Phone: +81-566-21-1833  
Business activities: Manufacture of heat-treatment equipment, machine tools, and automotive components
- Koyo Thermo Systems Co., Ltd.**  
229 Kabata-cho, Tenri, Nara Prefecture 632-0084 Japan  
Phone: +81-743-64-0981 <http://www.koyo-thermos.co.jp/english/>  
Business activities: Manufacture and sale of Heat Treatment Industrial Equipment and Moldatherm
- Koyo Electronics Industries Co., Ltd.**  
4-9-1 Tenjin-cho, Kodaira, Tokyo 187-0004 Japan  
Phone: +81-42-341-3111 <http://www.koyoele.co.jp/english/>  
Business activities: Manufacture and sale of electronic control devices and equipment
- Daibea Co., Ltd.**  
2-8-1 Ayumino, Izumi, Osaka Prefecture 594-1157 Japan  
Phone: +81-725-53-1711  
Business activities: Manufacture of bearings
- Utsunomiya Kiki Co., Ltd.**  
585 Suzumonomiya-machi, Utsunomiya, Tochigi Prefecture 321-0121 Japan  
Phone: +81-28-653-1311  
Business activities: Manufacture of bearings
- HOUKO Co., Ltd.**  
1-3 Aza Ejiri, Oaza Hishike, Kouta-cho, Nukata-gun, Aichi Prefecture 444-0113 Japan  
Phone: +81-564-62-1211 <http://www.houko.co.jp/en/>  
Business activities: Manufacture and repair of machine tools, manufacture of automotive components
- Toyoda Van Moppes Ltd.**  
1-54 Aza Shiroyama, Maigi-cho, Okazaki, Aichi Prefecture 444-3594 Japan  
Phone: +81-564-48-5311  
Business activities: Manufacture and sale of diamond tools

# Responding Quickly and Reliably to Needs Worldwide, The JTEKT Network Continues to Expand Globally

## EUROPE

### < Europe Regional Headquarters >

■ **JTEKT EUROPE S.A.S.**  
ZI, Rue du Broteau, CS 70001, 69540 Irigny, France  
Tel: (33)-4-7239-4444 Fax: (33)-4-7851-2188

### < Europe Sales / Plants >

**FRANCE**  
■ **KOYO FRANCE S.A.** <Bearing Sales>  
6 avenue du Marais, B.P. 20189, 95105 Argenteuil Cedex, FRANCE  
Tel: (33)-1-3998-4202 Fax: (33)-1-3998-4244/4249  
■ **TOYODA MACHINERY AND ENGINEERING EUROPE SAS** <Machinetool Sales & Service>  
2 Grande Allee P.A. des Petits Carreaux, 94380 Bonneuil sur Marne, FRANCE  
Tel: (33)-1-4956-8580 Fax: (33)-1-4377-4750  
■ JTEKT AUTOMOTIVE DIJON SAINT-ETIENNE S.A.S. <Automotive Component Manufacturing>  
■ JTEKT AUTOMOTIVE LYON S.A.S. <Bearing Sales>  
■ JTEKT HPI S.A.S. <Automotive Component Manufacturing>  
■ KOYO BEARINGS VIERZON MAROMME SAS <Bearing Manufacturing>  
■ JTEKT EUROPE S.A.S. TECHNICAL CENTER <Technical Center>

### Netherlands

■ **JTEKT EUROPE BEARINGS B.V.** <Bearing Sales>  
Markerkant 13-01, 1314 AL Almere, THE NETHERLANDS  
Tel: (31)-36-5383333 Fax: (31)-36-5347212  
■ **JTEKT EUROPE BEARINGS B.V. Benelux Branch Office** <Bearing Sales>  
Energieweg 10a, 2964 LE Groot-Amers, THE NETHERLANDS  
Tel: (31)-184-606800 Fax: (31)-184-606857  
■ JTEKT EUROPE BEARINGS B.V. Technical Center <Technical Center>

### U.K.

■ **KOYO (U.K.) LIMITED** <Bearing Sales>  
Whitehall Avenue, Kingston, Milton Keynes, MK10 OAX, UNITED KINGDOM  
Tel: (44)-1908-289300 Fax: (44)-1908-289333  
■ JTEKT AUTOMOTIVE UK LTD. <Automotive Component Manufacturing>  
■ KOYO BEARINGS (EUROPE) LTD. <Bearing Manufacturing>

### GERMANY

■ **KOYO DEUTSCHLAND GMBH** <Bearing Sales>  
Bargkoppelweg 4, D-22145 Hamburg, GERMANY  
Tel: (49)-40-67-9090-0 Fax: (49)-40-67-9203-0  
■ **TOYODA MACHINERY EUROPE GMBH** <Machinetool Sales & Service>  
Bischofstr, 118 47809 Krefeld, GERMANY  
Tel: (49)-2151-5188-300 Fax: (49)-2151-5188-333  
■ KOYO BEARINGS DEUTSCHLAND GMBH <Bearing Manufacturing>  
■ KUENSEBECK TECHNOLOGY CENTER <Technical Center>

### Czech Republic

■ JTEKT AUTOMOTIVE CZECH PLZEN, S.R.O. <Automotive Component Manufacturing>  
■ JTEKT AUTOMOTIVE CZECH PARDUBICE, S.R.O. <Automotive Component Manufacturing>  
■ KOYO BEARINGS CESKA REPUBLIKA S.R.O. <Bearing Manufacturing>  
■ KOYO BEARINGS CESKA REPUBLIKAS.R.O. BRNO TECHNOLOGY CENTER <Technical Center>

### Italy

■ **KOYO ITALIA S.R.L.** <Bearing Sales>  
Via Stephenson 43/a 20157 Milano, ITALY  
Tel: (39)-02-2951-0844 Fax: (39)-02-2951-0954

### Belgium

■ JTEKT TORSEN EUROPE S.A. <Automotive Component Manufacturing>

### Romania

■ **KOYO ITALIA S.R.L. (ROMANIAN REPRESENTATIVE OFFICE)** <Bearing Sales>  
24, Lister Street, ap. 1, sector 5, Bucharest, ROMANIA  
Tel: (40)-21-4104182 Fax: (40)-21-4101178  
■ KOYO ROMANIA S.A. <Bearing Manufacturing>

### Sweden

■ **KOYO KULLAGER SCANDINAVIA A.B.** <Bearing Sales>  
Johanneslundsvägen 4, 194 61 Upplands Vasby, SWEDEN  
Tel: (46)-8-594-212-10 Fax: (46)-8-594-212-29

### Spain

■ **KOYO IBERICA, S.L.** <Bearing Sales>  
Avda.de la Industria, 52-2 izda 28820 Coslada Madrid, SPAIN  
Tel: (34)-91-329-0818 Fax: (34)-91-747-1194

## CHINA

### < China Regional Headquarters >

■ **JTEKT (CHINA) CO., LTD.**  
Room 25A2, V-Capital Building, 333 Xianxia Road, Changning District, Shanghai CHINA  
Tel: (86)-21-5178-1000 Fax: (86)-21-5178-1008

### < China Sales / Plant >

■ **JTEKT (CHINA) CO., LTD. Shanghai Branch** <Automotive Component & Bearing Sales>  
Room 25A2, V-Capital Building, 333 Xianxia Road, Changning District, Shanghai CHINA  
Tel: (86)-21-5178-1000 Fax: (86)-21-5178-1008  
■ **JTEKT (CHINA) CO., LTD. Beijing Branch** <Automotive Component & Bearing Sales>  
Room 1012, Fortune Building, No.5 Dong San Huan North Road, Chaoyang-District, Beijing, CHINA  
Tel: (86)-10-6538-8070 Fax: (86)-10-6538-8077  
■ **JTEKT (CHINA) CO., LTD. Tianjin Branch** <Automotive Component & Bearing Sales>  
Room 1308, The Exchange 2, 189 Nanjing Road, Heping District, Tianjin, CHINA  
Tel: (86)-22-8319-5180 Fax: (86)-22-8837-3556  
■ **JTEKT (CHINA) CO., LTD. Guangzhou Branch** <Automotive Component & Bearing Sales>  
Room 1007, Tower-A Centre Plaza, No.161 Linhexi-Road, Tianhe District, Guangzhou, CHINA  
Tel: (86)-20-3825-1241 Fax: (86)-20-3825-1248

■ **JTEKT (CHINA) CO., LTD. Chongqing Branch** <Automotive Component & Bearing Sales>  
Room 1506, Block B, Fortune Building, Honghu Road 9#, Yubei District, Chongqing, CHINA  
Tel: (86)-23-6305-6066 Fax: (86)-23-6305-6077

■ **JTEKT (CHINA) CO., LTD. Wuhan Branch** <Automotive Component & Bearing Sales>  
Room 1212, Tower I New World International Trade Center, Jianshe Avenue 568#, Wuhan, Hubei, CHINA  
Tel: (86)-27-8556-9691 Fax: (86)-27-8556-9690

■ **JTEKT (CHINA) CO., LTD. Changchun Branch** <Automotive Component & Bearing Sales>  
Room 1408, Zhongyin Building, No.727 Xian Road, Changchun, Jilin, CHINA  
Tel: (86)-431-8892-8680 Fax: (86)-431-8892-8902

■ **JTEKT (CHINA) CO., LTD. Hangzhou Branch** <Automotive Component & Bearing Sales>  
Room 3207, Wanyin International Building, No.100 Minxin Road, Jiangnan District, Hangzhou, China  
Tel: (86)-571-8110-6131 Fax: (86)-571-8110-6132

■ **JTEKT (SHANGHAI) CO., LTD.** <Bearing & Machinetool Sales>  
Room No. 1905, Aetna Tower, 107 Yunyi Road, Shanghai, 200051, CHINA  
Tel: (86)-21-6237-5280 Fax: (86)-21-6237-5277

■ **TOYODA MACHINERY (DALIAN) CO., LTD.** <Machinetool Sales & Service>  
No.46 Developing Zone In Dalian, 116600, CHINA  
Tel: (86)-411-8733-4601 Fax: (86)-411-8733-4602

■ **TOYODA MACHINERY (DALIAN) CO., LTD. Beijing Office** <Machinetool Sales & Service>  
No.1017, Fortune Building, No.5 Dong San Huan North Road, Chaoyang, Beijing, 100004, CHINA  
Tel: (86)-10-6590-9356 Fax: (86)-10-6590-9359

■ **TOYODA MACHINERY (DALIAN) CO., LTD. Shanghai Office** <Machinetool Sales & Service>  
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■ JTEKT STEERING SYSTEMS (XIAMEN) CO., LTD. <Automotive Component Manufacturing>  
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■ JTEKT RESEARCH AND DEVELOPMENT CENTER (WUXI) CO., LTD. <Technical Center>

## ASIA/OCEANIA/MID EAST

### < ASIA • OCEANIA • MIDDLE EAST Sales / Plant >

#### THAILAND

■ **JTEKT (THAILAND) CO., LTD.** <Automotive Component & Bearing Manufacturing / Sales>  
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■ **JTEKT AUTOMOTIVE (THAILAND) CO., LTD.** <Automotive Component Manufacturing >  
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■ **TOYODA MACHINERY S.E. ASIA CO., LTD.** <Machinetool Sales & Service>  
313, Bangna-Trad Road, KM.1, Kwang Bangna, Khet Bangna, Bangkok 10260 THAILAND  
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■ **KOYO SINGAPORE BEARING (PTE) LTD.** <Bearing Sales>  
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■ **JTEKT MALAYSIA SDN. BHD.** <Automotive Component & Bearing Sales>  
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■ JTEKT AUTOMOTIVE (MALAYSIA) SDN. BHD. <Automotive Component Manufacturing>

#### PHILIPPINES

■ **KOYO MANUFACTURING (PHILIPPINES) CORPORATION** <Bearing Manufacturing >  
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■ KOYO JICO KOREA CO., LTD. <Bearing Sales>

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#### AUSTRALIA

■ **KOYO AUSTRALIA PTY. LTD.** <Bearing Sales>  
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■ **KOYO MIDDLE EAST FZE** <Bearing Sales>  
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■ JTEKT AUTOMOTIVE TENNESSEE-MORRISTOWN, INC. <Automotive Component Manufacturing>  
■ JTEKT AUTOMOTIVE TEXAS, L.P. <Automotive Component Manufacturing>  
■ JTEKT AUTOMOTIVE SOUTH CAROLINA, INC. <Automotive Component Manufacturing>  
■ JTEKT TORSEN NORTH AMERICA, INC. <Automotive Component Manufacturing>  
■ KOYO BEARINGS NORTH AMERICA LLC Orangeburg Plant <Bearing Manufacturing>  
■ KOYO BEARINGS NORTH AMERICA LLC Richland Plant <Bearing Manufacturing>  
■ KOYO BEARINGS NORTH AMERICA LLC Washington Plant <Bearing Manufacturing>  
■ KOYO BEARINGS NORTH AMERICA LLC Walhalla Plant <Bearing Manufacturing>  
■ KOYO BEARINGS NORTH AMERICA LLC Dahlonga Plant <Bearing Manufacturing>  
■ KOYO BEARINGS NORTH AMERICA LLC Cairo Plant <Bearing Manufacturing>  
■ KOYO BEARINGS NORTH AMERICA LLC Sylvania Plant <Bearing Manufacturing>  
■ KENTUCKY ADVANCED FORGE, LLC <Bearing Manufacturing>  
■ JTEKT AUTOMOTIVE NORTH AMERICA INC. Technical Center <Technical Center>  
■ KOYO BEARINGS NORTH AMERICA LLC Plymouth Technical Center <Technical Center>  
■ KOYO BEARINGS NORTH AMERICA LLC Greenville Technology Center <Technical Center>

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### ARGENTINA

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