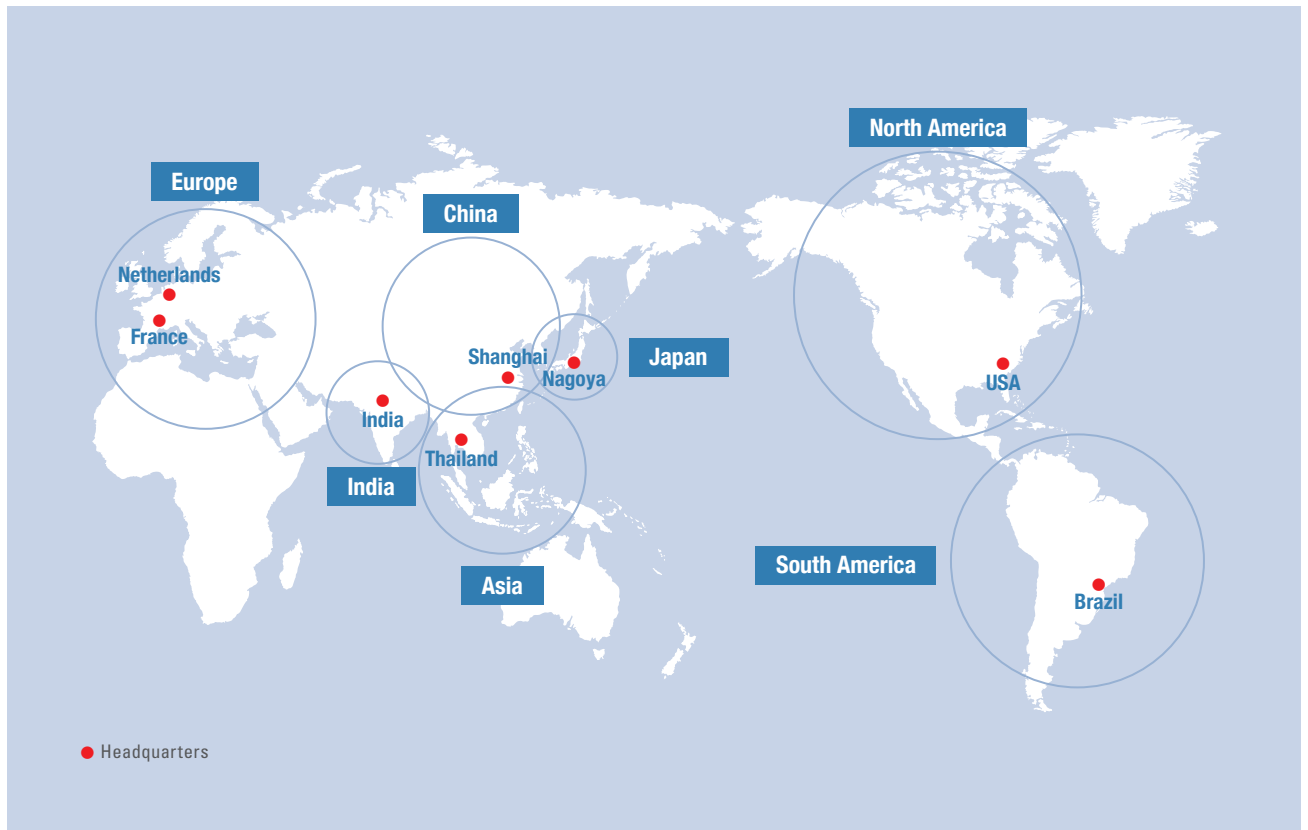


# Building a Global Business Foundation

In order to accurately grasp the needs of our customers throughout the world and respond with speed, JTEKT is expanding its network on a truly global scale.  
In order to continue contributing to the sustainable development of society, we will create new values through *monozukuri* and fulfill our responsibilities as a truly global company.



## ▶ Japan

Headquarters	1
R&D bases	13
Manufacturing bases	30
Sales and other bases	22

## ▶ Europe

Headquarters	1
R&D bases	4
Manufacturing bases	14
Sales and other bases	15

## ▶ China

Headquarters	1
R&D bases	2
Manufacturing bases	21
Sales and other bases	5

## ▶ Asia

Headquarters	1
R&D bases	1
Manufacturing bases	12
Sales and other bases	18

## ▶ India

Headquarters	1
R&D bases	2
Manufacturing bases	4
Sales and other bases	1

## ▶ North America

Headquarters	1
R&D bases	3
Manufacturing bases	9
Sales and other bases	9

## ▶ South America

Headquarters	1
R&D bases	1
Manufacturing bases	2
Sales and other bases	3

Initiatives

## 1 Acquisition of SKSSL (India) Shares

In February 2017, JTEKT concluded a sale contract to acquire shares of Sona Koyo Steering Systems Limited (SKSSL) from the leading shareholder of Sona Autocomp Holding Limited (SAHL) and, in June, completed acquisition of these shares through SAHL as well as a take-over bid. This will enable JTEKT to further strengthen its relationship with SKSSL and accomplish speedy customer response as well as business management incorporating all elements of design, procurement, quality, etc. as one united group

which will enable us to offer better products and services and meet our customers' expectations. Moreover, whilst respecting the unique cultures and traditions of JTEKT and SKSSL, we will share our JTEKT GROUP VISION and realize integrated business management and an even higher level of synergism in accordance with the JTEKT WAY so that we can improve corporate value.

Initiatives

## 2 Public Announcement of Take-over Bid for Fuji Kiko Co., Ltd.

In April 2017, JTEKT publicly announced its plan to make a take-over bid in order to make Fuji Kiko Co., Ltd. a wholly-owned subsidiary. This move aims to realize vertical integration of both companies' column businesses and strengthen the JTEKT Group's system proposal ability for not only the column business, but also the steering

business overall. We will further solidify our position as the No. 1 manufacturer in the global steering system market. At the same time, we have agreed on the acquisition of Fuji Kiko's sheet business by Tachi-S.

\* The take-over bid is planned to commence in October 2017 or later.

Initiatives

## 3 Establishment of an EPS Production Base in Morocco

In September 2017, JTEKT established its first production base on the African continent - JTEKT AUTOMOTIVE MOROCCO S.A.S. (JAMO). With this base as a foothold, we will push ahead with activities to provide products with superior energy-saving performance, for which there are expectations from the market, to our customers in Morocco, as well as North Africa and the Middle East.

Moreover, we will work with local development zones to promote the discovery and development of local suppliers and roll out activities that will contribute to the advancement of Morocco itself.

\* Production is scheduled to commence in 2020.