#### **Group Companies**

Koyo Machine Industries Co., Ltd.	Manufacture and sale of machine tools, mechanical parts, and automotive components
Toyooki Kogyo Co., Ltd.	Manufacture of hydraulic and pneumatic devices, manufacture and sale of machine tools and automotive components
Koyo Sealing Techno Co., Ltd.	Manufacture and sale of oil seals
CNK Co., Ltd.	Manufacture and sale of heat-treatment equipment, machine tools, and automotive components
Koyo Thermo Systems Co., Ltd.	Manufacture and sale of industrial heat-treatment furnaces, semiconducto manufacturing equipment, and PDP heat-treatment equipment
Koyo Electronics Industries Co., Ltd.	Manufacture and sale of electronic control devices and equipment
Daibea Co., Ltd.	Manufacture and sale of bearings
Utsunomiya Kiki Co., Ltd.	Manufacture of bearings
HOUKO Co., Ltd.	Manufacture and repair of machine tools, manufacture of automotive components
Toyoda Van Moppes Ltd.	Manufacture and sale of diamond tools
Koyometaltec Co., Ltd.	Forging of bearings, manufacture and sale of lathe turned components of bearings and steering systems
KJK Co., Ltd.	Lathe turning of bearings
NIPPON NEEDLE ROLLER MFG. Co., Ltd.	Manufacture and sale of needle rollers and cylindrical rollers
Koyo Heat Treatment Co., Ltd.	Manufacture and sale of metal heat treated components
Tokio Seiko Corporation	Processing of bearings and related products
Yamato Seiko Co., Ltd.	Roller turning, grinding, etc.
Taiho Co., Ltd.	Lathe turning of bearings Manufacture and sale of rebuilt steering
KOYO Steering Service Co., Ltd.	etc. Manufacture and sale of sheet metal
FORMICS Co., Ltd.	products
Tk Engineering CO., LTD.	Planning, design, manufacture and sale of production equipment systems
Toya Manufacturing Co., Ltd.	Part machining and assembly of small machine tool-related devices
Koyo Nichijiku Co., Ltd.	Manufacture of various bearings
KOYO-KOWA CO., LTD.	Sale of various bearings, machine tools, heat treatment furnaces, precision devices, electronic devices, cutting tools, environmental devices, etc.
Meiwa Shouko Co., Ltd.	Sale of various bearings, chains, motors, resin products, control devices, etc.
KOYO KYUEI Co., Ltd.	Sale of various bearings, oil seals, automotive components, etc.
SHIZUOKA KOYO CO., LTD.	Sale of various bearings, machinery and power tools
YUTAKA HIGH-TECH, LTD.	Design, drawing creation and software development
JTEKT Service CO., LTD.	Insurance agent and provider of various shared services for the JTEKT Group (security, facility management, personnel administration, etc.)
Fuji Kiko Co., Ltd.	Manufacture and sale of steering column, shifter and driveline components
Fuji Kiko Auto Tech Tokai CO., LTD.	Manufacture and sale of automotive components
JTEKT IT Center Akita Corporation	Manufacture and sale of software and hardware for electric control equipmen

### Europe and North Africa

France	
JTEKT EUROPE S.A.S.	European regional headquarters
JTEKT AUTOMOTIVE DIJON SAINT-ETIENNE S.A.S.	Manufacture and sale of automotive components
JTEKT AUTOMOTIVE LYON S.A.S.	Manufacture and sale of automotive components
JTEKT HPI S.A.S.	Manufacture and sale of automotive components
KOYO FRANCE S.A.	Sale of bearings
KOYO BEARINGS VIERZON MAROMME SAS	Manufacture and sale of bearings
TOYODA MACHINERY AND ENGINEERING EUROPE SAS	Sale and service of machine tools
JTEKT EUROPE S.A.S. TECHNICAL CENTER	Technical center
Netherlands	
JTEKT EUROPE BEARINGS B.V.	Sale of bearings
JTEKT EUROPE BEARINGS B.V. TECHNICAL CENTER	Technical center
United Kingdom	
JTEKT AUTOMOTIVE UK LTD.	Manufacture and sale of automotive components
KOYO (U.K.) LIMITED	Sale of bearings
KOYO BEARINGS (EUROPE) LTD.	Manufacture and sale of bearings
Germany	
KOYO DEUTSCHLAND GMBH	Sale of bearings
KOYO BEARINGS DEUTSCHLAND GMBH	Manufacture and sale of bearings
KOYO BEARINGS DEUTSCHLAND GMBH KUENSEBECK TECHNOLOGY CENTER	Technical center
Czech Republic	
JTEKT AUTOMOTIVE CZECH PLZEN, S.R.O.	Manufacture and sale of automotive components
JTEKT AUTOMOTIVE CZECH PARDUBICE, S.R.O.	Manufacture and sale of automotive components
KOYO BEARINGS CESKA REPUBLIKA S.R.O.	Manufacture and sale of bearings
KOYO BEARINGS CESKA REPUBLIKA S.R.O. BRNO TECHNOLOGY CENTER	Technical center
Italy	
KOYO ITALIA S.R.L.	Sale of bearings
Belgium	
JTEKT TORSEN EUROPE S.A.	Manufacture and sale of automotive components
Romania	
KOYO ROMANIA S.A.	Manufacture and sale of bearings
Sweden	
KOYO KULLAGER SCANDINAVIA A.B.	Sale of bearings
KOYO KULLAGER SCANDINAVIA A.B. Spain	~
KOYO KULLAGER SCANDINAVIA A.B.	Sale of bearings Sale of bearings

# China

JTEKT (CHINA) CO., LTD.	Chinese headquarters, sale of automo- tive components and bearings
JTEKT STEERING SYSTEMS (XIAMEN) CO., LTD.	Manufacture and sale of automotive components
JTEKT AUTOMOTIVE (TIANJIN) CO., LTD.	Manufacture and sale of automotive components
JTEKT DALIAN INNOVATION AUTOMOTIVE CO., LTD.	Manufacture and sale of automotive components
WUXI KOYO BEARING CO., LTD.	Manufacture and sale of bearings
DALIAN KOYO WAZHOU AUTOMOBILE BEARING CO., LTD.	Manufacture and sale of bearings
KOYO BEARING DALIAN CO., LTD.	Manufacture and sale of bearings
KOYO LIOHO (FOSHAN) AUTOMOTIVE PARTS CO., LTD.	Manufacture and sale of bearings
KOYO AUTOMOTIVE PARTS (WUXI) CO., LTD.	Manufacture and sale of bearings
KOYO NEEDLE BEARINGS (WUXI) CO., LTD.	Manufacture and sale of bearings
TOYODA MACHINERY (DALIAN) CO., LTD.	Manufacture, sale and service of machine tools
JTEKT AUTOMOTIVE SCIENCE AND TECHNOLOGY CENTER (DALIAN) CO., LTD.	Technical center
JTEKT RESEARCH AND DEVELOPMENT CENTER (WUXI) CO., LTD.	Technical center
TAIWAN JTEKT CO., LTD.	Sale of automotive components
Asia, Oceania, Middle East	
Thailand	ACEAN
JTEKT (THAILAND) CO., LTD.	ASEAN regional headquarters, manufacture and sale of automotive components and bearings, technical center
JTEKT AUTOMOTIVE (THAILAND) CO., LTD.	Manufacture and sale of automotive components
TOYODA MACHINERY S.E. ASIA CO., LTD.	Sale and service of machine tools
Indonesia	
PT. JTEKT INDONESIA	Manufacture and sale of automotive components and bearings
PT. JTEKT INDONESIA SALES	Sale and service of machine tools
Singapore	Sale of bearings
Singapore KOYO SINGAPORE BEARINGS (PTE) LTD.	-
Singapore KOYO SINGAPORE BEARINGS (PTE) LTD. Malaysia JTEKT MALAYSIA SDN. BHD.	Sale of automotive components and bearings
Singapore KOYO SINGAPORE BEARINGS (PTE) LTD. Malaysia JTEKT MALAYSIA SDN. BHD. JTEKT AUTOMOTIVE (MALAYSIA) SDN. BHD.	Sale of automotive components and
Singapore KOYO SINGAPORE BEARINGS (PTE) LTD. Malaysia JTEKT MALAYSIA SDN. BHD. JTEKT AUTOMOTIVE (MALAYSIA) SDN. BHD.	Sale of automotive components and bearings Manufacture and sale of automotive components
Singapore KOYO SINGAPORE BEARINGS (PTE) LTD. Malaysia JTEKT MALAYSIA SDN. BHD. JTEKT AUTOMOTIVE (MALAYSIA) SDN. BHD. Philippines	Sale of automotive components and bearings Manufacture and sale of automotive
Singapore KOYO SINGAPORE BEARINGS (PTE) LTD. Malaysia JTEKT MALAYSIA SDN. BHD. JTEKT AUTOMOTIVE (MALAYSIA) SDN. BHD. Philippines JTEKT PHILIPPINES CORPORATION	Sale of automotive components and bearings Manufacture and sale of automotive components Manufacture and sale of automotive components and bearings
Singapore KOYO SINGAPORE BEARINGS (PTE) LTD. Malaysia JTEKT MALAYSIA SDN. BHD. JTEKT AUTOMOTIVE (MALAYSIA) SDN. BHD. Philippines JTEKT PHILIPPINES CORPORATION South Korea JTEKT KOREA CO., LTD.	Sale of automotive components and bearings Manufacture and sale of automotive components Manufacture and sale of automotive components and bearings Sale of automotive components and bearings
Singapore KOYO SINGAPORE BEARINGS (PTE) LTD. Malaysia JTEKT MALAYSIA SDN. BHD. JTEKT AUTOMOTIVE (MALAYSIA) SDN. BHD. Philippines JTEKT PHILIPPINES CORPORATION South Korea JTEKT KOREA CO., LTD. KOYO JICO KOREA CO., LTD.	Sale of automotive components and bearings Manufacture and sale of automotive components Manufacture and sale of automotive components and bearings Sale of automotive components and
Singapore KOYO SINGAPORE BEARINGS (PTE) LTD. Malaysia JTEKT MALAYSIA SDN. BHD. JTEKT AUTOMOTIVE (MALAYSIA) SDN. BHD. Philippines JTEKT PHILIPPINES CORPORATION South Korea JTEKT KOREA CO., LTD. KOYO JICO KOREA CO., LTD.	Sale of automotive components and bearings Manufacture and sale of automotive components Manufacture and sale of automotive components and bearings Sale of automotive components and bearings Manufacture and sale of bearings
Singapore KOYO SINGAPORE BEARINGS (PTE) LTD. Malaysia JTEKT MALAYSIA SDN. BHD. JTEKT AUTOMOTIVE (MALAYSIA)	Sale of automotive components and bearings Manufacture and sale of automotive components Manufacture and sale of automotive components and bearings Sale of automotive components and bearings
Singapore KOYO SINGAPORE BEARINGS (PTE) LTD. Malaysia JTEKT MALAYSIA SDN. BHD. JTEKT AUTOMOTIVE (MALAYSIA) SDN. BHD. Philippines JTEKT PHILIPPINES CORPORATION South Korea JTEKT KOREA CO., LTD. KOYO JICO KOREA CO., LTD. India	Sale of automotive components and bearings Manufacture and sale of automotive components Manufacture and sale of automotive components and bearings Sale of automotive components and bearings Manufacture and sale of bearings Indian regional headquarters, manufacture and sale of automotive
Singapore KOYO SINGAPORE BEARINGS (PTE) LTD. Malaysia JTEKT MALAYSIA SDN. BHD. JTEKT AUTOMOTIVE (MALAYSIA) SDN. BHD. Philippines JTEKT PHILIPPINES CORPORATION South Korea JTEKT KOREA CO., LTD. KOYO JICO KOREA CO., LTD. India JTEKT India LTD.	Sale of automotive components and bearings Manufacture and sale of automotive components Manufacture and sale of automotive components and bearings Sale of automotive components and bearings Manufacture and sale of bearings Indian regional headquarters, manufacture and sale of automotive components
Singapore KOYO SINGAPORE BEARINGS (PTE) LTD. Malaysia JTEKT MALAYSIA SDN. BHD. JTEKT AUTOMOTIVE (MALAYSIA) SDN. BHD. Philippines JTEKT PHILIPPINES CORPORATION South Korea JTEKT PHILIPPINES CORPORATION South Korea JTEKT KOREA CO., LTD. KOYO JICO KOREA CO., LTD. India JTEKT India LTD. KOYO BEARINGS INDIA PRIVATE LTD. TOYODA MICROMATIC MACHINERY	Sale of automotive components and bearings Manufacture and sale of automotive components Manufacture and sale of automotive components and bearings Sale of automotive components and bearings Manufacture and sale of bearings Indian regional headquarters, manufacture and sale of automotive components Manufacture and sale of bearings
Singapore KOYO SINGAPORE BEARINGS (PTE) LTD. Malaysia JTEKT MALAYSIA SDN. BHD. JTEKT AUTOMOTIVE (MALAYSIA) SDN. BHD. Philippines JTEKT PHILIPPINES CORPORATION South Korea JTEKT KOREA CO., LTD. KOYO JICO KOREA CO., LTD. India JTEKT India LTD. KOYO BEARINGS INDIA PRIVATE LTD. TOYODA MICROMATIC MACHINERY INDIA PVT.LTD.	Sale of automotive components and bearings Manufacture and sale of automotive components Manufacture and sale of automotive components and bearings Sale of automotive components and bearings Manufacture and sale of bearings Indian regional headquarters, manufacture and sale of automotive components Manufacture and sale of bearings
Singapore KOYO SINGAPORE BEARINGS (PTE) LTD. Malaysia JTEKT MALAYSIA SDN. BHD. JTEKT AUTOMOTIVE (MALAYSIA) SDN. BHD. Philippines JTEKT PHILIPPINES CORPORATION South Korea JTEKT KOREA CO., LTD. KOYO JICO KOREA CO., LTD. India JTEKT India LTD. KOYO BEARINGS INDIA PRIVATE LTD. TOYODA MICROMATIC MACHINERY INDIA PVT.LTD. Australia	Sale of automotive components and bearings Manufacture and sale of automotive components Manufacture and sale of automotive components and bearings Sale of automotive components and bearings Manufacture and sale of bearings Indian regional headquarters, manufacture and sale of automotive components Manufacture and sale of bearings Sale and service of machine tools

#### CORPORATE INFORMATION

# North America

#### USA

USA	
JTEKT NORTH AMERICA CORPORATION	North American regional headquarters
JTEKT AUTOMOTIVE NORTH AMERICA, INC.	Headquarters for North American automotive components business
JTEKT AUTOMOTIVE TENNESSEE-VONORE, LLC	Manufacture and sale of automotive components
JTEKT AUTOMOTIVE TENNESSEE-MORRISTOWN, INC.	Manufacture and sale of automotive components
JTEKT AUTOMOTIVE TEXAS, L.P.	Manufacture and sale of automotive components
JTEKT AUTOMOTIVE SOUTH CAROLINA, INC.	Manufacture and sale of automotive components
JTEKT TORSEN NORTH AMERICA, INC.	Manufacture and sale of automotive components
KOYO BEARINGS NORTH AMERICA LLC	Manufacture and sale of bearings
KENTUCKY ADVANCED FORGE, LLC	Manufacture of bearings
JTEKT TOYODA AMERICAS CORPORATION	Sale and service of machine tools
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
Canada	
KOYO CANADA INC.	Sale of bearings
KOYO BEARINGS CANADA INC.	Manufacture and sale of bearings
Mexico	
JTEKT AUTOMOTIVE MEXICO, S.A. DE C.V.	Manufacture and sale of automotive components
KOYO MEXICANA, S.A. DE C.V.	Sale of bearings

# South America

#### Brazil

JTEKT AUTOMOTIVA BRASIL LTDA.	South American regional headquarter manufacture and sale of automotive components
KOYO ROLAMENTOS DO BRASIL LTDA.	Sale of bearings
TOYODA KOKI DO BRASIL INDUSTRIA E COMERCIO DE MAQUINAS, LTDA.	Sale and service of machine tools
JTEKT AUTOMOTIVA BRASIL LTDA. TECHNICAL CENTER	Technical center
Argentina	
JTEKT AUTOMOTIVE ARGENTINA S.A.	Manufacture and sale of automotive components
Panama	
KOYO LATIN AMERICA, S.A.	Sale of bearings