

# For an Ever-Expanding Future

Our society is facing numerous problems, including global warming and aging accompanied by a low birthrate. We are required to contribute to autonomous driving and a recycle-oriented society and to respond to an age in which digital transformation continues to advance.

Precisely at a time like the present, based on the JTEKT Basic Principle of contributing “for the Earth, society, and customers,” the JTEKT Group’s approximately 50,000 employees around the world are looking ahead to the future of manufacturing and challenging its potential, making maximum use of the management resources that we have nurtured since our founding in the automotive, industrial equipment and bearing, machine tools and systems, and other businesses.

## | Realizing “No.1 & Only One”



In 2006 Koyo Seiko Co., Ltd, a bearing maker founded in 1921, and Toyoda Machine Works, Ltd., a manufacturer of machine tools founded in 1941, joined hands, and JTEKT was born. Utilizing the technologies and know-how of these two time-honored companies, JTEKT launched an automotive parts business. Our strength is that we have many products with a “No. 1” share in the world and many “Only One” technologies that other companies cannot imitate.

The JTEKT Group’s joy lies in continuing to support society by pursuing good quality and prices, endeavoring to achieve stable tax payment and employment, and giving due consideration to the environment.

Capital investment	62.3 billion yen (FY2022)
Manufacturing sites	129 factories (consolidated)
Global development	Overseas operations for 70 years; No. of countries with business ties: 151
Improvement activities	<ul style="list-style-type: none"> <li>Number of “Idea Suggestions” in FY2022: 65,947</li> <li>Number of registered “in-house karakuri kaizen” (low-cost mechanical improvements): 692</li> </ul>

## | Practicing the JTEKT Basic Principle



As means of developing human resources capable of practicing the JTEKT Basic Principle, we focus on the upbringing of human resources who are able to solve issues, who can continue to improve their skills independently and with passion, and who can grow along with the colleagues working with them. Furthermore, the activities of human resources possessing diverse values are essential for the company’s growth. For the promotion of diversity, we implement diversity education for all employees. In addition, we make efforts to build a work-friendly environment, including assistance for various activities.

No. of employees (consolidated)	46,053 (as of March 31, 2023)
Initiatives to develop human resources	<ul style="list-style-type: none"> <li>Time spent on educational training per employee: 7.7 hours</li> <li>Cumulative number of graduates of the JTEKT Academy: 3,998</li> <li>Number of gold medalists in National Skills Competition: 3 persons in two job categories (computer-aided design in 2016, mechatronics in 2022)</li> </ul>

## | Continued creation of new value



To make customers aware of our value as a supplier of higher-quality products and as a reliable partner, we are building a cutting-edge R&D setup with a view to the future of manufacturing. Facilities include the JTEKT Iga Proving Ground, which has a 500,000 m<sup>2</sup> test course for a diverse range of original assessments, and the Large Size Bearing Engineering Development Center, which conducts evaluation and analysis in conditions close to those of the actual usage environment. In addition to this production and operational assistance and the acquisition of knowledge and maintenance skills, we also provide definite support for manufacturing in the event of a disaster by means of, among others, Customer Centers that offer speedy support for the restoration of machine tools.

R&D spending	51.3 billion yen (FY2022)
No. of R&D personnel (nonconsolidated)	<ul style="list-style-type: none"> <li>Research: 250 persons; product development: 1,008 persons (as of March 31, 2023)</li> </ul>
Innovation initiatives	<ul style="list-style-type: none"> <li>No. of collaborative industry-academia-government projects in FY2022: 7 (in Japan)</li> <li>Domestic innovation centers: 3 sites</li> </ul>

