# At a Glance

Centered on its core technologies in steering systems, bearings, and machine tools, JTEKT contributes to solving social issues while aiming to realize a sustainable society and enhance corporate value.

## Development Capabilities That Drive Innovation

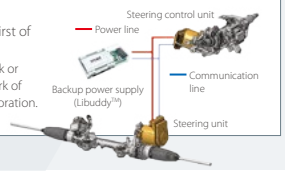
Through forward-looking development rooted in customer value and advanced technical capabilities, we drive innovation that anticipates market needs, contributing to sustainable growth and enhanced corporate value.

At the 2025 Super Monozukuri Parts Grand Prize, hosted by the Nikkan Kogyo Shimbun, LFT™-V, the 5th-generation low-torque tapered roller bearing, **received the Mobility-related Parts Award**

Our linkless steer-by-wire system and high heat-resistant lithium-ion capacitor Libuddy™ were adopted for the **Lexus RZ, Toyota's first dedicated BEV model**

The system is also the first of its kind for Lexus.

Note: Lexus is a trademark or registered trademark of Toyota Motor Corporation.

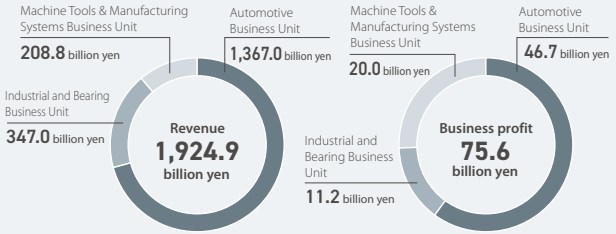



At the 2025 Toyota Suppliers Convention hosted by Toyota Motor Corporation, our development of the steer-by-wire system **received the Best Technology & Development Award**



## Diverse Product Portfolio

Leveraging our diverse product lineup and global supply system, we flexibly address the varied needs of different regions and markets to realize and sustain greater competitiveness and growth.




**No. 1 share* of the global market** for electric power steering since we first developed and produced it in 1988

Global market share **24%**

**No. 1 share* of the domestic market** for bearings used in steel equipment that achieve high-speed rotation even under high loads and at ultra-high temperatures

Domestic market share **55%**

Developed Japan's first cylindrical grinders in 1956. **No. 1 share* of the domestic market** for cylindrical grinders

Domestic market share **40%**

*Market shares are based on JTEKT research

## Sustainable Management

We promote environmental, social, and governance initiatives company-wide to help realize a sustainable society while working to enhance our corporate value over the medium to long term. We strive to address social issues while growing our business.

Founded **1921**

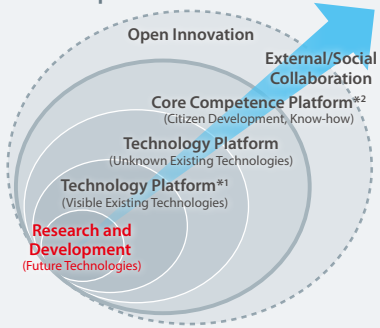
JTEKT Group (excluding equity-method affiliates) **112 companies**

Number of Group employees **43,233**

1) Generate innovation by combining strengths through deepening and expansion

2) Well-Being (developing people, workplace culture, and work systems)

Core Competence Platform




*1. Technology Platform: A platform that consolidates technological strengths.
*2. Core Competence Platform: A platform that consolidates human strengths.

JTEKT Group **obtains Science Based Targets (SBT) certification**

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

The Hanazono Plant's green hydrogen local production and consumption project has been **certified under the Chubu Region Low-Carbon Hydrogen Certification System**

"Solving Problems on the Manufacturing Floor through the Development of Know-how Modeling for Processing" **received the** FY2025 (21st) Japan Society for Precision Engineering (JSPE) **Young Engineer Award for Problem-Solving**

**Included in the** SOMPO Sustainability Index for **15 consecutive years**

2026
Sompo Sustainability Index

CDP2025: **Achieved the highest rating of "A"** in the climate category

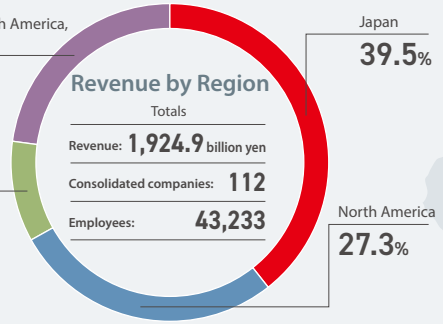
CDP A List

**Certified as a** 2026 **"White 500"** Outstanding Organization of KENKO Investment for Health (Large Enterprise Category)

2026 健康経営優良法人 KENKO Investment for Health 大規模法人部門 ホワイト500

# At a Glance

## Global Product Distribution




**Manufacturing sites**
**120 plants**

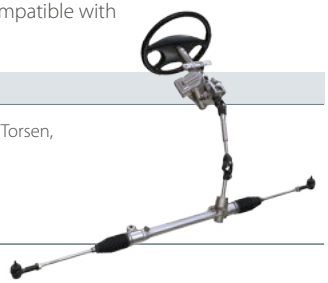
## Number of Companies and Employees by Region

As of March 31, 2026

| Europe | Asia, Oceania, South America, and other regions | Japan | North America |
|---|---|---|---|
| 18 companies | 56 companies | 25 companies | 13 companies |
| 4,131 employees | 13,696 employees | 18,819 employees | 6,587 employees |

## Automotive Business Unit

Our steering products feature a comprehensive lineup suitable for everything from light vehicles to large commercial trucks, meeting the diverse needs of numerous car makers. Our driveline products contribute to safe, secure, and comfortable travel through low vibration and improved fuel efficiency—features well-suited for electrification. We are also advancing the development of products compatible with next-generation fuels.



### Main Products

Electric power steering, steer-by-wire systems, hub units, driveshafts, propeller shafts, Torsen, differential units, valves for FCEVs,* etc.

*FCEV is a trademark or registered trademark of Toyota Motor Corporation

## Industrial and Bearing Business Unit

We offer a diverse lineup of bearings across a wide range of fields. By supplying bearings tailored to our customers' operating environments and performance requirements, we support the development of industries and societies around the world.



### Main Products

Roller bearings, ball bearings, bearing units, various other bearings, oil seals, etc.

## Machine Tools & Manufacturing Systems Business Unit

JTEKT's machine tools business leverages the reliability that sustains high productivity and high precision over a long period, cultivated in the automotive industry, to satisfy wide-ranging needs. We support manufacturing in various industries with our extensive support systems.



### Main Products

Gringers, machining centers, cutting machines, control equipment (including IoE-related products), battery manufacturing equipment (source process), industrial heat treatment furnaces, etc.

## Aftermarket Business Unit

Leveraging our global sales network and diverse product lineup, we aim to become an indispensable partner for our customers in the repair market, as well as a solution partner that supports the entire product lifecycle.



### Main Products

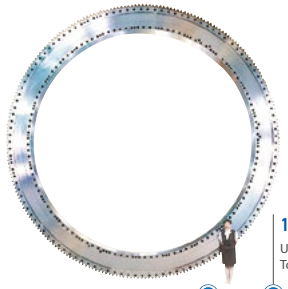
JTEKT — Steering components, driveline products, Group company products, water level meters, etc.

Koyo — Bearings, Bearing Defender, etc.

ONI BEARING — Ceramic ONI BEARING™ for road bikes

# History of JTEKT

Since their establishment, Koyo Seiko and Toyoda Machine Works continually worked on perfecting their technologies to provide high-quality and reliable products.
JTEKT was established in 2006 with the merger of these companies. Going forward, we will continue to produce No. 1 & Only One products and move forward in our ambition to be a company that contributes to society.



## Bearings

### Industrial Sector

**1943** Bearing for steel rolling mills

**1964** Bearing for Shinkansen trains

**1968** HI-CAP™ tapered roller bearing

**1978** Vacuum bearing

**1984** Fine ceramic bearing
Tapered roller bearing for rolling mill roll necks

**1991** High-speed ceramic bearing

**1992** Ultra-large slewing bearing for Tokyo Bay Tunnel boring machines

**1996** Bearing for semiconductor manufacturing equipment (Clean Pro™)

### Automotive Sector

**1952** Water pump bearing



**1974** Self-aligning clutch release bearing

**1982** High-speed alternator bearing

**1983** Low-torque tapered roller bearing (LFT™), second-generation hub unit

**1986** Third-generation hub unit

**1993** Long-life tapered roller bearing



**1996** Hub unit with built-in ABS sensor

## Power Steering (PS)

### Hydraulic Power Steering

**1960** Ball screw-type manual steering

**1968** Flapper valve-type power steering

**1971** Rack-and-pinion manual steering for mini vehicles

**1974** Ball screw-type power steering

**1978** P1 vane pump

**1983** Electronically controlled power steering (electric pump type)



**1995** Electric pump-type hydraulic power steering

### Electric Power Steering



**1988** Column-type electric power steering



**1994** Pinion-type electric power steering

## Drive

**1980** BJ-type constant velocity joint

**1985** DOJ-type constant velocity joint



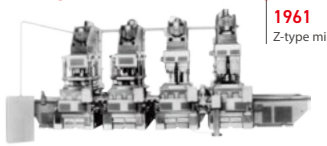
**1990** VL-type constant velocity joint

**1994** Electronically controlled four-wheel drive coupling (ITCC™)

## Machine Tools

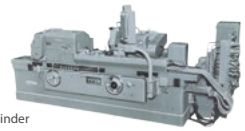
**1941** Precision boring machine

**1955** Technical tie-up with Gendron to develop cylindrical grinders
First transfer machine made in Japan



**1961** Z-type milling machine

**1965** TOYODA grinder



**1968** Machining center with a magazine-following system

### Mechatronics

**1971** BBS robot

**1972** Japan's first FMS for square workpieces



**1972** General-purpose programmable controller TOYOPUC™

**1983** Friend robot

**1984** CNC for grinders

**1986** CNC/CBN masterless camshaft grinder

**1987** In-line-type machining center (TOP center™)

**1989** Distributed control system with decentralized PLCs

**1990** Stacker crane-type FMC

**1992** Modular transfer machine

**1995** General-purpose control panel

**1997** Ultra-high-speed mold machining center

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**1941**
**Toyoda Machine Works Ltd. established**
Toyota Motor Co., Ltd. (now Toyota Motor Corporation) spun off its machine tools division and established Toyoda Machine Works, Ltd.

**1965**
Developed a TOYODA-brand grinder

**1968**
Commenced production of hydraulic power steering systems

Developed machining centers



**1980**
Commenced production of CNC cylindrical grinders

Commenced production of constant velocity joints for automobiles

**2002**
Established FAVESS, which develops and sells EPS systems



**2006**
**JTEKT Corporation established**

JTEKT

Bearing manufacturer Koyo Seiko and machine tool manufacturer Toyoda Machine Works merged to become the world's number one EPS manufacturer

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**1921**
**Koyo Seiko Co., Ltd. founded**
Zenichiro Ikeda founded Koyo Seiko in Osaka City as a private store and started production after selling imported bearings

**1927**
Commercialized Japan's first tapered roller bearing



**1975**
Commenced bearing production in North America

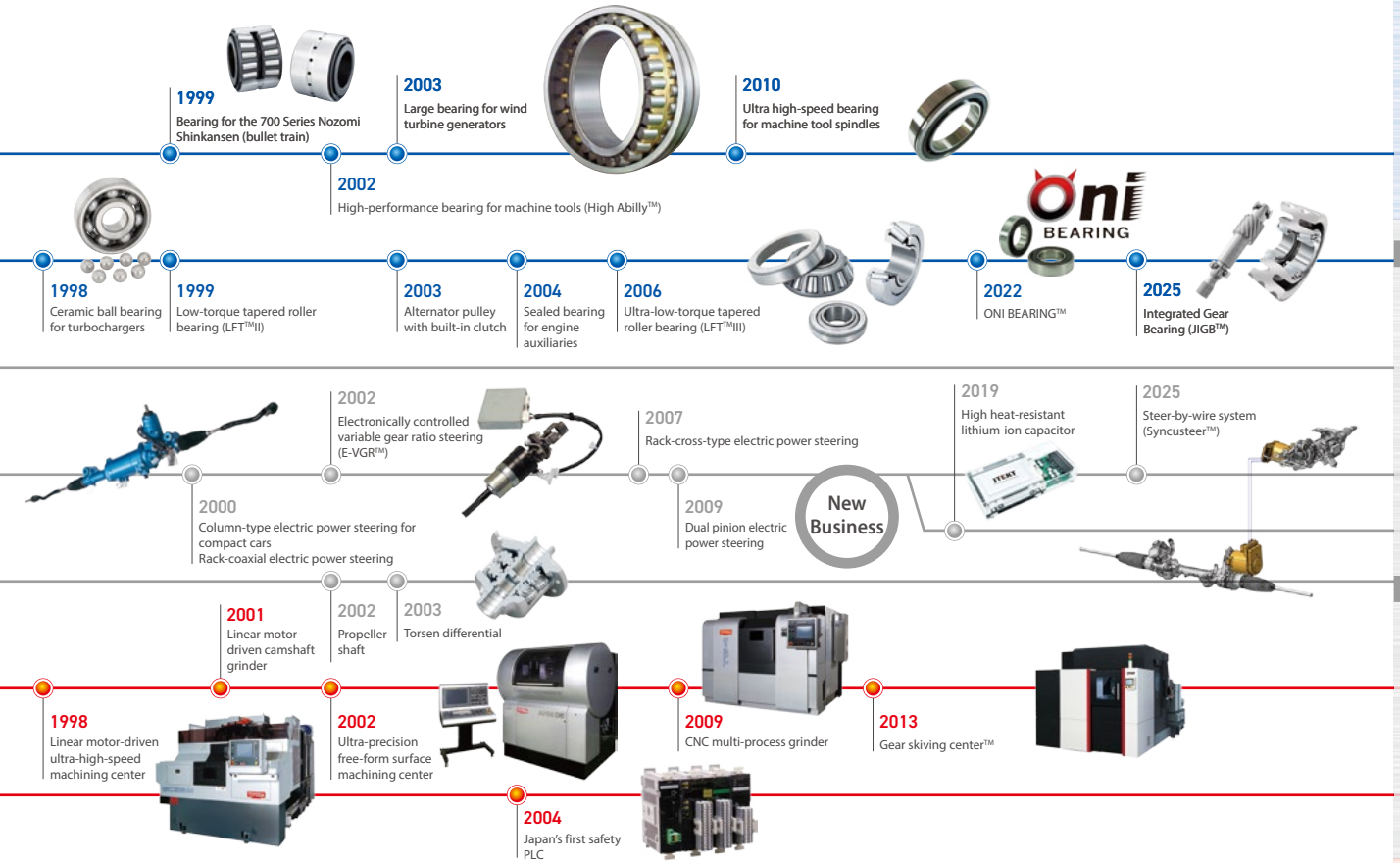
**1984**
World's first practical application of ceramic bearings



**1988**
Developed and produced the world's first electric power steering (EPS) system



## History of JTEKT



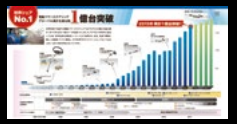

### 2012
Opened Iga Proving Ground



### 2013
Started full-scale operation of Large Size Bearing Engineering Development Center



### 2015
Cumulative total of 100 million EPS units manufactured



### 2022
Unified brands for all businesses




### 2024
Announced JTEKT Group 2030 Vision

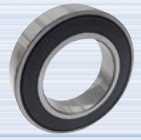



### 2025
The steer-by-wire system (Syncusteer™) was first installed in the Lexus RZ, which also adopted our backup power supply (Libuddy™)

Syncusteer

## Development of Grease-Lubricated Ceramic Ball Bearings for eAxles in High-Performance Electric Vehicles

JTEKT has developed grease-lubricated ceramic ball bearings for eAxles in high-performance electric vehicles. These bearings offer high-speed rotation and excellent resistance to electrical corrosion. In addition to using ceramic balls, we optimized the design of the resin cage, non-contact seals, and grease to achieve high-speed rotation of up to 30,000 r/min. This product contributes to both improving the performance of electric vehicles and realizing a sustainable mobility society.



Grease-lubricated ceramic ball bearings for eAxles

## High Heat-Resistant Lithium-Ion Capacitor (Libuddy™)

JTEKT's high heat-resistant lithium-ion capacitor Libuddy™ achieves output density and durability far surpassing conventional products through its unique technology that enables operation at temperatures ranging from -40°C to 85°C. This contributes to the miniaturization, lightweight design, high performance, and maintenance-free operation of power supplies. As a powerful partner (buddy) for existing power supplies, we propose use cases and solutions that contribute to enhancing the added value of various electric products.



Libuddy™ module

## Automated Steering Control System (Pairdriver™*)

JTEKT's Pairdriver™ technology has been installed for the first time in a mass-produced vehicle as a steering control function in the new RAV4, which Toyota Motor Corporation positions as the first step toward the widespread adoption of Software Defined Vehicles.




## JTEKT THERMO SYSTEMS CORPORATION Launches Heat Treatment Oven for Advanced Semiconductor Packaging



SO2-60-F, a mass-production heat treatment oven for semiconductors

Group company JTEKT Thermo Systems has launched the SO2-60-F, a new product for advanced semiconductor packaging, building on its track record in mass-production heat treatment equipment for semiconductors manufacturers. This oven was developed to support the production of RDL and glass interposers, for which demand is rising due to AI and 5G.

*Pairdriver and Pairdriver are trademarks of JTEKT.