

## Passing on a Beautiful Earth to Future Generations



**Takaaki SUZUKI\***  
Senior Executive Director

### The Beauty of Nature

The world from its beginning has continually been evolving. Our responsibility is to preserve history and to pass on to future generations an earth that is more beautiful than when we received it.

Wherever we go as we travel the world to see nature's beauty in its many forms, we can see boundless blue skies, emerald seas, and magnificent landscapes such as white snow-covered mountains. To travel to such places, we use various forms of transportation incorporating the latest technology, such as automobiles that often are equipped with GPS navigation systems. At each destination, we are inspired and reminded of history by the architecture and works of art that we see. Just as we have received much from past generations, our responsibility is to pass along our own accomplishments and creations that will inspire future generations.

### Evolution and Extinction

The principal cause of global warming and the other forms of environmental destruction we have been witnessing in recent years is hazardous waste as represented by carbon dioxide, and urgent measures are needed to lighten the load man is placing on the environment. JTEKT is actively pursuing technology in numerous product fields in order to lighten this load, such as electric power steering and its supporting electronic technology; low-friction and tribological technology for application in bearings, driveline components and other products; and ultra-precise, highly efficient energy transfer technology that forms the basis of machine tools. Synergistic combinations of these technologies also present unique opportunities to lighten environmental impact. It is our mission as a company involved in a wide range of product fields to achieve dramatic advances in technology. This is important not only for the environment but also in order to meet the expectations of our customers.

All life forms in the natural world continually evolve in order to survive, and we likewise must continually strive for technological evolution, with awareness that speed is of the essence. Otherwise a principle of nature is that life forms either advance or are weeded out, and this principal applies to technology as well. While "sporadic evolution" may occur in the technological world today, the majority of advances come about as the result of passion, untiring efforts, and unwavering resolve. If we rest on the glory of past achievements, extinction surely awaits us.

\* Steering System Operations Headquarters

### Conditions for Survival

In order to survive, it is important that we accurately and ahead of others grasp areas of technology requiring "evolution" and work tirelessly to bring this about. To that end, we must select appropriate research themes, clarify levels we aim to achieve as well as timing requirements, and accurately grasp the needs of customers and our progress toward meeting them. However, while such tasks are vital, they are not easily achieved. In *The Art of War*, Sun Tzu teaches, "One who knows his enemy and knows oneself can defeat a hundred." In that, I think it is particularly important to "know oneself." Put differently, the first step to our succeeding is being aware that we don't sufficiently know what is required of us and continually striving to understand this better. We cannot obtain such knowledge by means of a formula or from a single source, but the requirements of customers provide a significant answer to the knowledge we seek. Customer requirements vary by region and environment and change over time, but the pursuit of improved safety, driving pleasure and lifestyles and the betterment of the natural environment are common themes behind these requirements. In meeting the requirements of customers, we contribute to an improved environment.

We possess a wealth of technology thanks to the efforts of our predecessors at JTEKT, and our continued evolution as a company will come about through utilizing this technology effectively, sharpening our senses, making correct judgments, and take the initiative proactively providing customers at an early stage with the products they require in a wide range of fields. Moreover, if we are a reliable partner to customers and viewed as a supplier that can be held in close trust, this will enable us to further cultivate and strengthen our development capability and better meet the expectations of customers. I believe these are conditions necessary to our continued survival.

### Passing on a Beautiful Earth

The idea of a "beautiful earth" stirs up different images for different people, but I believe the image of the earth seen from outer space as a luminous, colorful planet in the darkness of space is the most beautiful of all and sends a strong message to us. The mission of JTEKT in all business activities is to contribute to making the earth a more beautiful place by proposing and supplying required, highly valued technology and products to customers.