

## Shaping a Better Society

Amidst the gradual growth of the world economy, steady trends are apparent in major markets and demand is also slowly expanding.

Meanwhile, social issues, such as heightened concern about our global environment and a drop in the working population, are also expanding in scale. Moreover, technological innovations, such as AI, which has evolved rapidly in recent years, give us the sense that a future in which society undergoes major change, is on the horizon.

JTEKT has been supporting Japan's monozukuri industry since our establishment with Koyo bearings and TOYODA machine tools. We will continue contributing to industry by anticipating future societal changes and engaging in ongoing technological innovation.

Since 2014, JTEKT has promoted management through our mid-term management plan by committing to the next five years, however from 2016, as part of our "Beyond" mid-term management plan, we have been predicting what society will be like a further five years in advance and working towards the vision of what sort of company we want to be. Moreover, through technological management in which R&D and advance/mass production development are integrated, we will discuss what values and technologies are required and make preparations accordingly.

In this feature edition focusing on industry, we will introduce the technological trends of JTEKT's bearings and machine tools to suit the future changes in our society, as well as technical achievements, including fundamental technology.

Bearings support society by adoption in the rotating units of all industries, including wind power, aircraft, railway and steel. We will further evolve our

**Shinji KATO**  
Executive Director



overwhelmingly low-torque technology, represented best by our LFT (Low Friction Torque) series, and significantly contribute to energy-saving initiatives.

Moving forward, parallel to the advancement of an information society and the popularization of robots, a demand will arise for bearings to offer even greater performance, such as downsizing, weight reduction, high-speed and quietness. Moreover, there will be a requirement for products suited to special environments such as electrolytic corrosion resistance and vacuum. Moreover, new added values such as sensing functions will be required. JTEKT will strengthen our fundamental development systems, further deepen our tribology technology and develop high-functionality products to contribute to the advancement of the industrial world.

In the machine tool area, the JTEKT Group offers machine tools and related products supporting various machining. In addition to refining our No. 1 grinding technology, we will evolve our gear skiving machine which supports complex, compact and high-precision gears, to further promote value creation in products supporting the upcoming EV shift.

Moreover, through further advancement of IoE technology and the smartification of machine tools, we will realize smart monozukuri based on automation and labor-saving changes in order to help maintain and develop production activities in a society facing population decline.

Through offering No.1 & Only One products and services, JTEKT is contributing to "Shaping a Better Society." I humbly ask you for your ongoing guidance and support.