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Corporate Information

Company Name	JATCO Ltd
Main Businesses Areas	Development, manufacture, and sale of electrified powertrains, parts, and automobile transmissions
Established	June 28, 1999
Headquarters Location	700-1, Imaizumi, Fuji City, Shizuoka, Japan
Number of Employees	11,700 (as of March 31, 2025, consolidated)
Representative	President and CEO Tomoyoshi Sato
Capitalization	¥29,935.3 million
Shareholders	Nissan Motor Co., Ltd. (75%) MITSUBISHI MOTORS CORPORATION (15%) SUZUKI MOTOR CORPORATION (10%)

Economic Aspects (consolidated)

Billion yen

	FY 2021	FY 2022	FY 2023	FY 2024
Net revenues	5,613	5,400	6,217	5,641
Operating income	267	28	241	36
Net income	165	-48	158	-389

(Reference)

Affiliated Companies in Japan

JATCO Tool Ltd
1-1, Yoshiwaratakara-cho, Fuji City, Shizuoka 417-0023, Japan

JATCO Plant Tec Ltd
1-1, Yoshiwaratakara-cho, Fuji City, Shizuoka 417-0023, Japan

Affiliated Companies Overseas

JATCO USA, Inc.
1974 Midway Lane, Smyrna, TN 37167, USA

JATCO MEXICO S.A. DE C.V.
Carretera Panamericana Km 75, Col. Los Arellano, C.P. 20340. Aguascalientes, AGS., Mexico

JATCO Korea Engineering Corporation
Lotte IT Castle 2-4F, 98, Gasan digital 2-ro, Geumcheon-gu, Seoul 08506, Korea

JATCO Korea Service Corporation
Lotte IT Castle 2-412, 98, Gasan digital 2-ro, Geumcheon-gu, Seoul 08506, Korea

JATCO (Guangzhou) Automatic Transmission Ltd.
NO.8, Lihong 2 Road, Science City, Guangzhou Hi-Tech Industrial Development Zone, Guangzhou, Guangdong, 510530, China

JATCO (Suzhou) Automatic Transmission Ltd.
No.2 Tangqiao Road (M), Tangshi Community, Yangshe Town, Zhangjiagang City, Jiangsu Province, 215600, China

JATCO France SAS
ZAC des Godets - Batiment C, 1-4 Impasse de la noisette, 91370 Verrières le Buisson, France

JATCO UK Ltd
Unit 6, International Advanced Manufacturing Park (IAMP), International Drive, Sunderland, Tyne and Wear, England, SR5 3FH, UNITED KINGDOM

JATCO (Thailand) Co., Ltd.
700/999 Moo 3, Amata Nakorn Industrial Estate, Thumbon Nongkakha, Amphur Phanthong, Chonburi 20160, Thailand

Corporate Philosophy

Amidst a rapidly changing business environment, JATCO re-examined it's reasons for existence in society.
Our corporate purpose, "Driving the possibilities of mobility with technology and passion," signifies our direction in an unpredictable future.
It also encapsulates our desire to leverage our strengths to contribute to a better society through mobility.
JATCO will continue to provide new value toward realizing our corporate purpose.

Technology
Technology is JATCO's most important asset and source of value.
We recognize the value of the technology we have cultivated, further deepen it, and open up our future.

Passion
JATCO explores new possibilities with a passion for manufacturing, innovation, and our customers.
Passion is the driving force behind our challenge mindset.

Mobility
Mobility is all about movement and the means of movement in social activities. The scope of mobility is expanding, beyond the surface of the Earth where cars drive, to the sea, the sky, and outer space.
JATCO's area of activities is also expanding steadily.

History of Value Creation

1967
Nissan Motor Co., Ltd. begins producing ATs

1970
Japan Automatic Transmission Co., Ltd. established

1975
MITSUBISHI MOTORS CORPORATION begins producing ATs

1989
Name change to JATCO CORPORATION

June 1999
TransTechnology Ltd spun off

October 1999
Incorporated as JATCO TransTechnology Ltd

1999 Merger

2002 Diamondmatic Co., Ltd. spun off

2003 Merger

2002 Name change to JATCO Ltd

Founding Principles

Cherish people
Maintain cleanliness in all matters
Supply only the highest quality

JATCO's history of evolution is one of
innovative products and technologies
that have always led the times.

AT

1967 **3N71** 3-speed ATs for small and mid-size vehicles

1981 **F01A** 3-speed ATs for small vehicles

1989 **JR502E** (World's First) 5-speed ATs for mid and full-size vehicles

CVT

1997 **F06A** CVT for mid-size vehicles

1999 **JR006E** (World's First) Toroidal CVT for large vehicles

2002 **JF010E** CVT for large vehicles

2009 **Jatco CVT7** (World's First) CVT for mini and small vehicles

2012 **Jatco CVT8** CVT for mid and full-size FWD vehicles

2021 **Jatco CVT-X** CVT for mid and full-size FWD vehicles

2023 **Jatco CVT-XS** CVT for mid and full-size FWD vehicles

Hybrid vehicle use

2010 **JR712E** (World's First) One-motor two-clutch transmission

2015 **Jatco CVT8 HYBRID** Dry multi-plate one-motor two-clutch transmission

2020 **JR913E** 9-speed ATs for RWD vehicles

Electric vehicle use

2022 **EV gears**

Sales trends

1970 — 1980 — 1990 — 2000 — 2010 — 2020

Dawn of the AT era | Wave of FWD adoption | Growing environmental awareness, tighter fuel economy regulations | Toward a new mobility era

Our Vision

Guided by our corporate purpose, "Driving the possibilities of mobility with technology and passion," JATCO seeks to leverage technology cultivated over many years as an automotive transmission manufacturer to contribute to developing a better society enabled by mobility. Amidst accelerating electrification, we will also contribute to the achievement of a future of more abundant electric vehicles by supplying competitive products that capitalize on our proprietary technologies as an electric powertrain maker. Additionally, we will expand our technologies to new types of mobility beyond automobiles, exploring possibilities to provide drive units for all kinds of mobility. Making full use of JATCO's unique technical capabilities and expertise, we aim to balance sustainable societal growth with our own growth while keeping the resolution of environmental and social issues in view, by providing valuable new products and services to our customers and society.

Providing Drive Units for All Kinds of Mobility

X-in-1 (3-in-1)

X-in-1 (5-in-1)

Ultra-compact e-Axle

e-Axle
(with multi-speed transmission)

Rising interest in sustainability

Carbon neutrality
Circular economy
Shift in value from cars to mobility

Realizing safe, comfortable mobility

Contributing to a sustainable society

Wheelchair with transfer mechanism

2-in-1 drive unit for electric-assist bicycles

Automatic 2-speed in-wheel drive unit for electric motorcycles

Core Technologies

JATCO's core competency

We have delivered over 132 million automotive automatic transmissions since the founding of one of JATCO's predecessors, Japan Automatic Transmission Co., Ltd. Our strengths lie in development capabilities and production technologies for power transmission mechanisms, honed through R&D and production of CVTs and ATs.

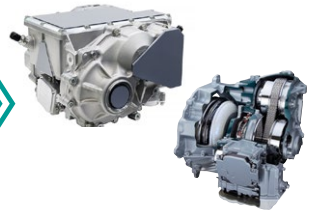
In development, in addition to designing and manufacturing units and components, we have always been involved in developing vehicle systems in collaboration with automakers. This allows us to handle aspects spanning vehicle control and communication to power performance, quietness, and thermal management. Our production strengths include precision design/machining technologies and the capability to mass-produce top-quality products at global sites, enabling stable supply.

Leveraging these core competencies to the fullest, we will pursue the provision of new value, including through electric powertrains and contributions to new types of mobility.

Delivering value across vehicles, units, and components

Vehicle system development
- Power performance
- Quietness
- Thermal management system

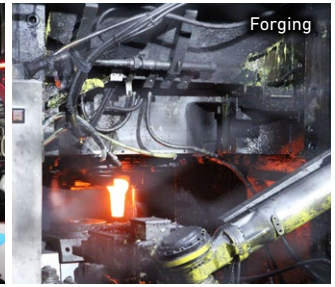
Unit development
- Electrified unit systems
- e-Axles, etc.



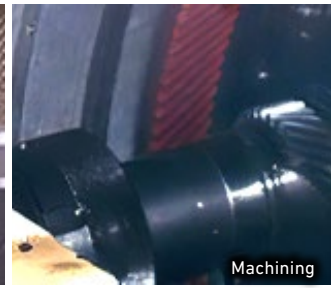
Component development
- Core parts
- Gears, motors, raw materials, etc.

Design and machining technologies for gears and other parts that transmit power in CVTs and ATs


Aluminum casting


Forging


Gear machining


Machining

Technologies to stably supply high-quality products globally

Global mass production


Quality assurance

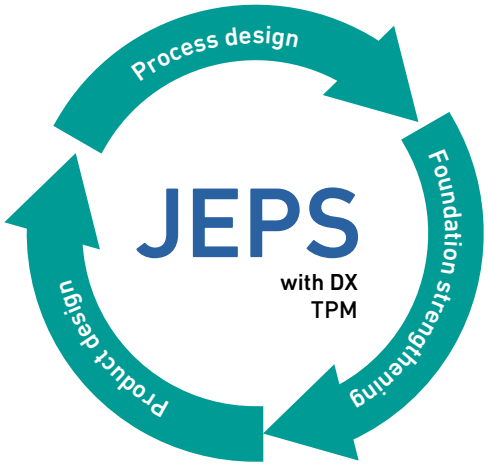
Our Approach to Monozukuri

Aiming from a customer's perspective to be the world's no. 1 in monozukuri

JATCO aims to respond swiftly to changing customers and to be the world's no. 1 in monozukuri in the aspects of safety, quality, time, and cost. To that end, we have established, and are utilizing, a unique production system known as the JATCO Excellent Production System (JEPS).

JEPS eliminates all waste by carrying out timely and flexible production and transportation from material procurement through processing, assembly, and shipping.

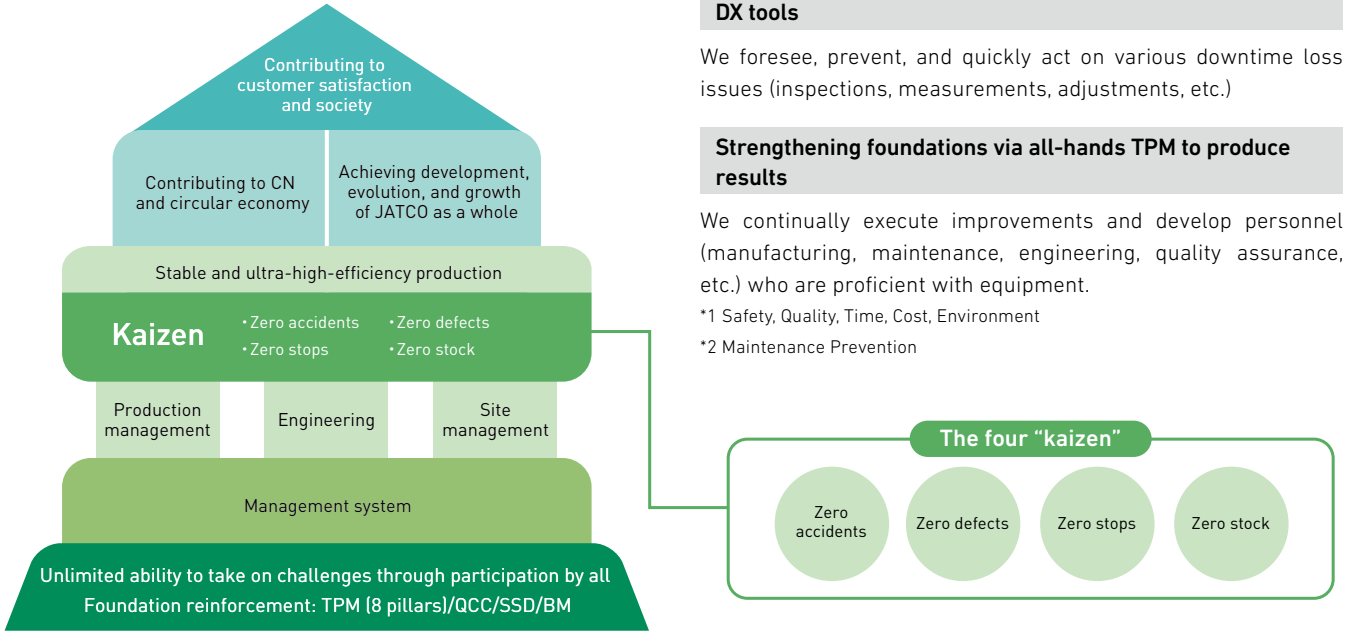
JATCO aims to achieve ultra-high-efficiency production that enables us to produce better products stably and supply them to our customers reliably.



Strengthening competitiveness through JEPS

The ideal vision of JEPS is to enhance competitiveness and contribute to profitability. To achieve this, we will strengthen our foundation through participation by all, establish four kaizen metrics, and continuously operate an endless improvement cycle, aiming to contribute to society through carbon neutrality and circular economy, while also achieving JATCO's development and growth.

JEPS overview



JEPS activities

Pursuing higher competitiveness in all SQTCE*1 aspects

Achieving good monozukuri from the start (MP*2 cycle)

We practice quality design that leaves no residual "quality risks" after mass production commencement and process design that produces as-planned results.

Contributing to greater efficiency by developing and utilizing DX tools

We foresee, prevent, and quickly act on various downtime loss issues (inspections, measurements, adjustments, etc.)

Strengthening foundations via all-hands TPM to produce results

We continually execute improvements and develop personnel (manufacturing, maintenance, engineering, quality assurance, etc.) who are proficient with equipment.

*1 Safety, Quality, Time, Cost, Environment

*2 Maintenance Prevention

Our Approach to Monozukuri

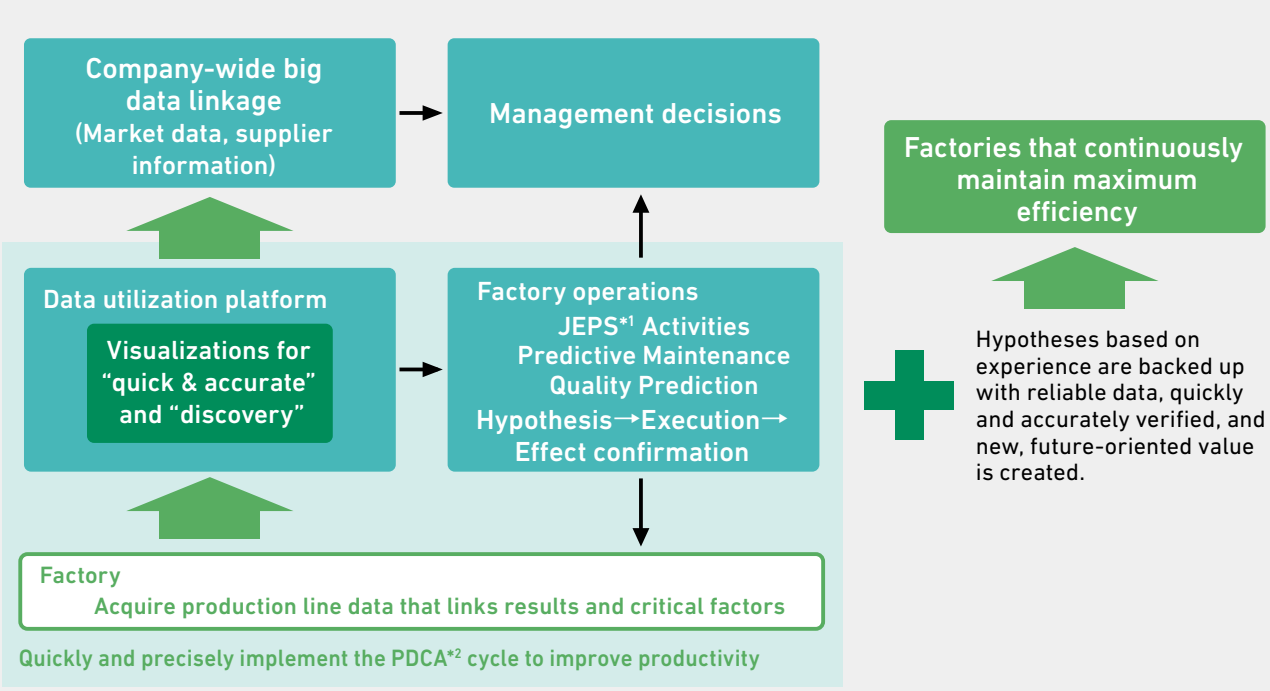
Achievement of conversion into smart factories

JATCO is promoting the conversion of its factories into smart factories. Led by our Digital Solution Department, we are advancing DX (digital transformation) in manufacturing and promoting productivity improvements and energy conservation.

Visualizing equipment operational status

JATCO's plants have a system that eliminates any waste by synchronizing the series of processes from material procurement, processing, assembly, inspection, and shipping as if they were a single line. If production stops due to an error, it will affect the next process and then the one after that. In order to eliminate these effects, we aim to create "factories that never stop" by making the state of equipment in the production process visible at all times.

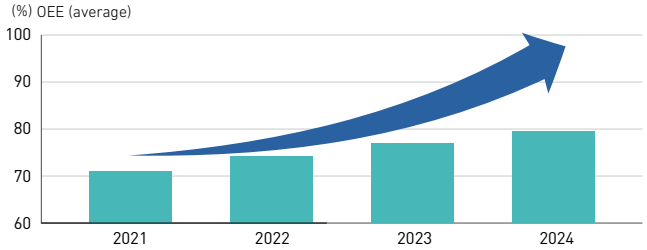
JATCO Smart Factory Concept



*1 JATCO Excellent Production System
*2 Plan-Do-Check-Action

Based on QRQC*, which quickly solves quality problems that occur in the workplace, we have created an in-house operation management software that allows us to see our operational status at a glance. This has made it possible to reduce production losses by quickly identifying phenomena such as short stoppages and breakdowns and implementing countermeasures. Furthermore, by accumulating and analyzing traceability data, we have ensured stable quality and proactive defect prevention. We strive to predict the potential occurrence of defective products in advance, achieving both waste reduction and productivity improvement. The introduction of the operational status monitor has improved the efficiency of our production lines by approximately 10% (compared to 2021). JATCO is aiming for the ultimate in efficiency and quality, and is expanding the scope of its digital technology to create smart factories. Moreover, we will also contribute to the realization of carbon neutrality by minimizing the energy per unit used to manufacture our products.

Overall Equipment Efficiency (OEE) Results



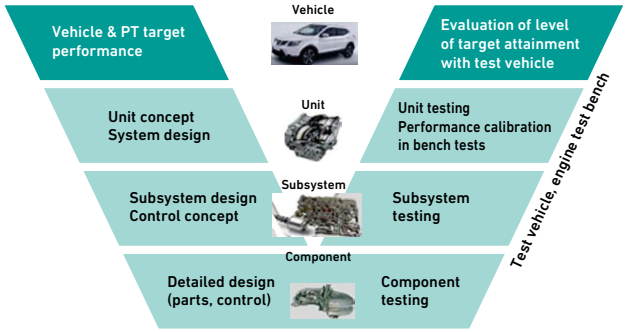
*Quick Response Quality Control

Our Approach to Monozukuri

In its product development and production preparation processes, JATCO is promoting "front-loading" to build in performance by carrying out high-precision and detailed design studies from an early stage.
In this way, JATCO is reducing post-process corrections and trial and error iterations on actual equipment, enhancing energy efficiency in its development and production, and helping reduce society's environmental impact.

Development through the V-model of systems engineering

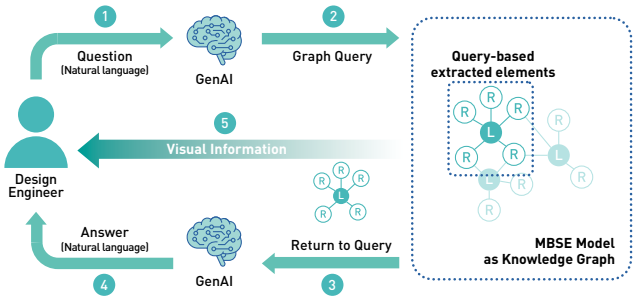
We have adopted the concept of the V-model of systems engineering (SE) to meet the performance demands with respect to increasingly diverse and sophisticated products and to reduce design and testing iterations.
We utilize MBD (model-based development) methodologies for the design and verification of each system hierarchy in the V-model.
This involves computer simulation to predict the phenomena that occur in each functional component when a car is actually driven, and then conducting a virtual evaluation.
Through the MBSE (model-based systems engineering) approach combining SE and MBD, we are promoting front-loading and working to reduce environmental impacts.



Integrating virtual evaluations and AI to reduce environmental load

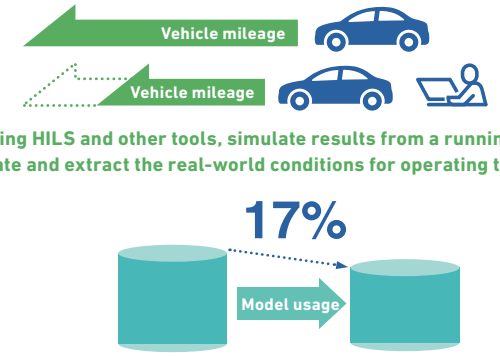
In our V-model experimental process, we are replacing what had previously been our real-world vehicle tests with virtual experiments (HILS,* etc.). In addition, by checking the new control system virtually, it has become possible to develop it without having to rework it when it is installed in an actual vehicle. By proceeding with these virtual evaluations, not only is the development period shortened, but also the number of experiments using actual vehicles are reduced, leading to positive environmental effects such as reduced prototyping and reduced use of fuel for experiments.
In addition, by integrating MBD/MBSE and AI and improving the efficiency of information extraction, we expect to improve our time reduction by 30%. Going forward, by applying this to our existing and next-generation products, we will not only shorten the development period but also reduce the amount of gasoline used by reducing the number of physical experiments.

*Hardware In The Loop Simulation



Integration of MBD/MBSE and AI

Example results of virtual evaluations



Aiming for world-leading development efficiency and participating in external organizations such as JAMBE

JATCO participates in JAMBE (Japan Automotive Model-Based Engineering center), comprising Japanese automakers and parts manufacturers, to expand the manufacturing sphere and contribute to developing Japan's automotive industry. JAMBE aims to avoid rework and achieve world-leading development efficiency for the automobile industry overall by aligning models created by universities with those used by automobile and parts manufacturers, using the same models in development. JATCO's participation in JAMBE contributes to automobile technology innovations, including in carbon neutrality and more.