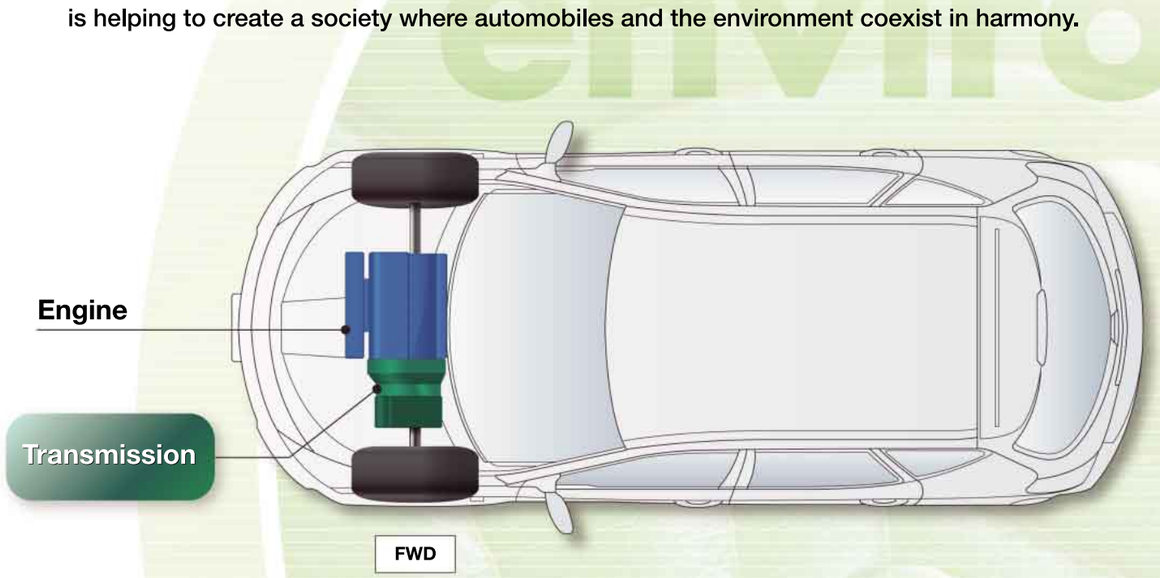
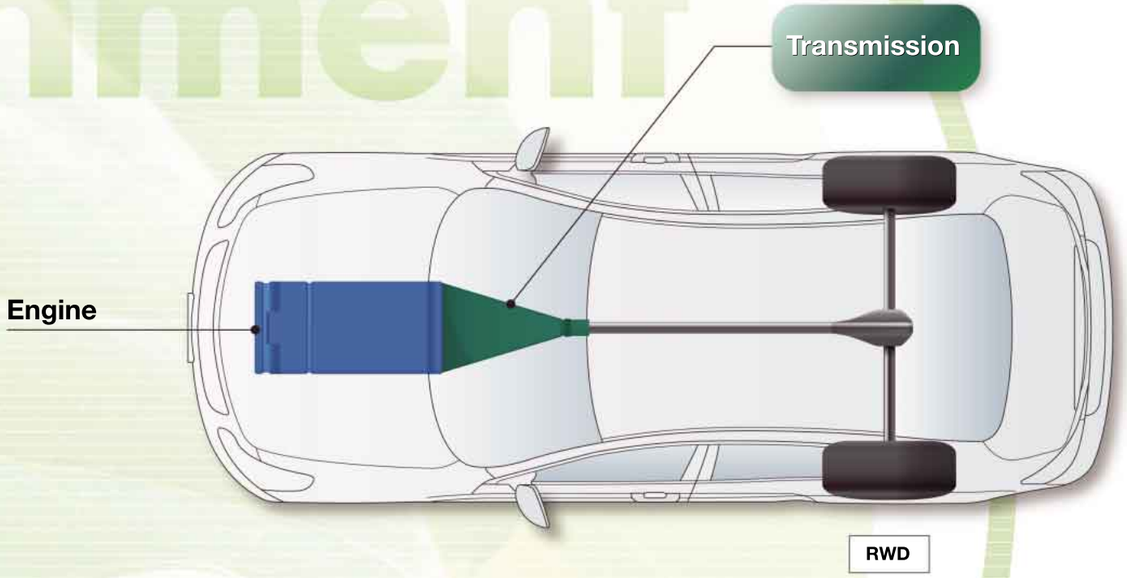
Jatco

JATCO Environmental Report 2009

Our Transmissions : JATCO's contribution to the environment

Today's cars are in the spotlight for their new environmental features.
They have to satisfy users' demands for better fuel efficiency, as well as improved traditional features such as acceleration, comfort, and safety. This makes the role of the transmission even more significant than ever.
JATCO, through its development and supply of environment-friendly transmissions, is helping to create a society where automobiles and the environment coexist in harmony.





Towards a future where automobiles and the environment coexist in harmony

JATCO's automatic transmission units (step AT, CVT) now rank alongside the engine as an essential car component, and have been contributing to the evolution of the automobile society. The recent increase in environmental awareness has further raised the importance of these units in the pursuit of a sustainable society.

Among these transmission units, the continuously variable transmission (CVT) is attracting attention for its improved fuel efficiency. This is a field in which JATCO is a market leader as well as one of the top suppliers in the world. We will continue our drive to create innovative products such as the world's only belt CVT for 3.5-liter class engines and our CVT with auxiliary gearbox, which has the world's highest gear ratio at 7.3. These products have made us the only supplier that delivers a full range of CVT units for everything from low displacement cars to large passenger vehicles, allowing us to maintain a 40% share of the global CVT market. To further strengthen our position in this field, JATCO will continue its research and development to add new features and optimize engine tuning, produce more compact units, develop units for hybrid vehicles, improve fuel efficiency, and increase driving comfort.

Since 2006, at JATCO Mexico, S.A. de C.V, and 2009, at JATCO (Guangzhou) Automatic Transmission Ltd., in China, we have been producing CVT units to meet the global demand for cars that are kinder to the environment. Based on our belief that "environment-friendly parts should be produced in environment-friendly plants", we have actively incorporated green provision and distribution, shifting to resource conservation and energy-efficient processes that include various environment conservation measures in our activities.

As part of our globalization strategy, we work as one with our overseas plants to implement these measures.
To increase JATCO's strength as a global competitor, intensive efforts are being made to enhance our value proposition through improved products and operations, all focused on "our customers, automotive culture, and society". To ensure this, in 2009 we clarified our vision to ensure that each employee has a solid grasp of this aim. For the future, we promise to continue to place emphasis on encouraging all our employees to apply their knowledge to manufacturing and have the courage to reexamine ways of doing things. We will anticipate the needs of society, and further enhance technology in consideration of the Earth's environment, so that cars and the environment can live amicably side by side.

Shigeo Ishida
President and CEO
JATCO Ltd
October 2009

Our mission is to provide value to our customers, to automotive culture, and to society in compliance with our Environmental Policy to realize a society where automobiles and the environment coexist in harmony.

Corporate Philosophy

Jatco
JATCO Environmental Policy

Basic Policy

To achieve JATCO's mission as stated in our corporate philosophy "to provide value to our customers, to automotive culture, and to society", each member of the company needs to integrate modern technology with consideration of society, nature and the Earth, so that through the development, production and sales of our automatic transmissions (AT), we can realize a society where automobiles and the environment coexist in harmony.

Code of Conduct

- ○ Plan continual improvement of our environmental management system to ensure quick and effective response to diversified environmental issues.
- ○ Prevent environmental problems, acting in compliance with laws and regulations.
- ○ Foster a corporate culture where the environment and nature are respected.
- ○ Consider the finite nature of resources and energy and minimize their use for each product.
- ○ Actively develop technology that will help reduce environmental load.
- ○ Endeavor to coexist amicably with the community, society and nature.

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Editorial Policy

The report is intended for our customers, suppliers, employees, local communities and all our stakeholders. Through this report, we hope to foster a better understanding of JATCO's contributions to the environment as well as utilize your opinions and input to identify new issues that need to be addressed.
We would appreciate your feedback or opinion on this report.

Scope of the report

This publication presents the business activities of JATCO and all its domestic bases as well as a portion of its overseas bases covering the period from April 2008 to March 2009. (Several activities after April 2009 are also included.)

Dialogue

The way for JATCO to proceed

We asked Mr. Yo Usuba, Executive Vice President and Director of Development, and Mr. Toshihiko Okumura, Senior Vice President and Director of Production, to discuss the path that JATCO needs to take for monozukuri (the art of creating excellent products).

Today's diversified automobile market and JATCO

As a manufacturer that supports the automobile industry, what are your thoughts on the present economic situation?

Usuba: The bankruptcy of major U.S. manufacturers and other factors has had a huge impact on the entire automobile industry. However, there are two ways to look at the automobile market from a worldwide view: The view from advanced countries where excellent sustainability must be attained, and the market in developing countries such as China and India where there is a growing need for automobiles. Considering both performance and cost factors, we need to assess how to respond to the demands of these two groups in the present economic situation.

Okumura: Looking back on FY2008, there was a surplus in domestic production capacity due to the sudden collapse of the economy in the latter half of the year.

However, the production plan for our Mexico plant was not affected and the market in China soared. Many automobile manufacturers are in a difficult predicament during this economic crisis, but there are still many countries and areas where automobiles are a necessity. We will look ahead to the different needs of each region and make improvements to our technology. I see this situation as an opportunity and have a positive outlook.

Providing total energy management - This is the way for JATCO to proceed.

Yo Usuba
Executive Vice President

A transmission that contributes to environmental efficiency

The role of the transmission is being redefined with the spread of hybrid vehicles and the commercialization of electric cars. What is expected of JATCO when focusing on the future of automobiles?

Usuba: How can we effectively transfer energy from the engine, which is the source of power, to move the automobile? Here lies the value of the transmission, and owning this technology is our strength. The present CVT that has evolved from the conventional step AT can effectively transfer energy, which is our strength and advantage compared to other manufacturers.

Okumura: I want more people to know that out of the 60 million automobiles manufactured around the world, 4 million are CVT cars and that CVTs contribute to fuel efficiency. As a manufacturer that produces 1.6 million units, which is 40% of the global share, we need to spread our manufacturing technology and quality on a global scale. I also feel that it is necessary for development and production to cooperate and improve the local content ratio on a global scale and to respond to the need for a less expensive and more fuel efficient vehicle.

Usuba: For example, the new Nissan Cube is much more fuel efficient compared to its predecessor and this is attributable to CVTs. Also, the Nissan Skyline, which increased its engine displacement from 3.5 to 3.7 liters, also changed its AT from a 5-speed to a 7-speed, achieving a greater improvement in fuel efficiency than was possible with a 3.5-liter displacement. People need to realize that the transmission contributes greatly to improved fuel efficiency.

Okumura: The transmission has a simple, low-key presence yet our product contributes to the environmental performance of an automobile. The future of the automobile industry may be divided into hybrid vehicles, electric cars and regular automobiles. Our challenge lies in how much of JATCO's technology and monozukuri skills we can contribute.

Responding to needs by providing value

The reason why hybrids and electric cars are receiving so much attention is their environmental performance. How is JATCO going to respond to this need?

Usuba: In the automobile market in advanced countries, added value such as environmental efficiency is increasingly expected. In response to this growing trend, we should expand our technical field from transferring energy to managing energy. We will evolve into a company able to offer total energy management by implementing technical development in our hybrids where energy control is an essential part. This is the way for JATCO to proceed. The AT/CVT functions with the electronic control and hydraulic control. We have the basic skills to create sufficient added value by applying high precision to our control technology, which is one of JATCO's strengths. Also, by offering an affordable market price in developing countries, we can add environmental factors there. We want to pursue the desired technical developments from these two sides.

Okumura: How well we can make full use of our resources such as technology, experience and human resources is up to us. For example, we can keep track of the CO_2 emissions from a CVT production and reduce the amount of emissions by bringing technical innovation into the production process. In order to do so, we need to improve our technology and develop whatever may be necessary.

Usuba: I agree about reducing CO_2 emissions by identifying how much CO_2 is produced during a CVT production process. To do so, we need to reduce the size and weight during the design stage. Environmental responsiveness leads to improved technical development. We also need to think about how to streamline our production activities. If we can reduce the manufacturing time and operational process, we can cut costs. Reducing CO_2 emissions is expensive, but it is the duty of those involved in monozukuri to overcome this through technical innovation.

Okumura: And this will eventually lead to our Corporate Philosophy and provide value to our customers.

Our mission

Finally, please explain JATCO's mission in conformity with the Corporate Philosophy and your approach to the customers.

Usuba: At the very top of our Corporate Philosophy is our mission: To provide value to our customers, to automotive culture and to society. As the automobile industry faces big changes, there is a clear message for each and every JATCO employee to consider what exactly are the values that need to be provided and what value each person within JATCO can offer.

Okumura: We have continued to grow steadily in 10 years since the current JATCO was established, which perhaps leads to a rather weak customer perspective. This is a perfect time to reconsider if we are in fact providing the world's best operation and technology now that production numbers have declined and prices are being slashed everywhere.

Usuba: This is a typical approach in the monozukuri field to consider the person who follows your job and continues operation as a 'customer'. There is a danger that we are only conscious of our own company and suppliers. Since we are facing severe times, we need to ask ourselves as a company "who is our customer?"

Business-to-business manufacturers tend not to see the end users, but it is important that each employee acknowledges the mission and role and has a responsible outlook towards society. Thank you very much.

To reduce CO_2 emissions, it is important to refine our technology and accumulate corporate expertise.

Toshihiko Okumura
Senior Vice President and
Executive Environmental Manager

Environmental Management System

We have appointed Environmental Management Managers in each of our divisions, and each site implements its own environmental management. We have also established Environmental Planning Subcommittees that consider the mid-term environmental strategy of the whole company.

JATCO's Environmental Management

At JATCO, we have 12 Environmental Management Managers and 12 Operations Managers. Our Environmental Management System (EMS) is implemented by the responsibility of each Environmental Management Managers.

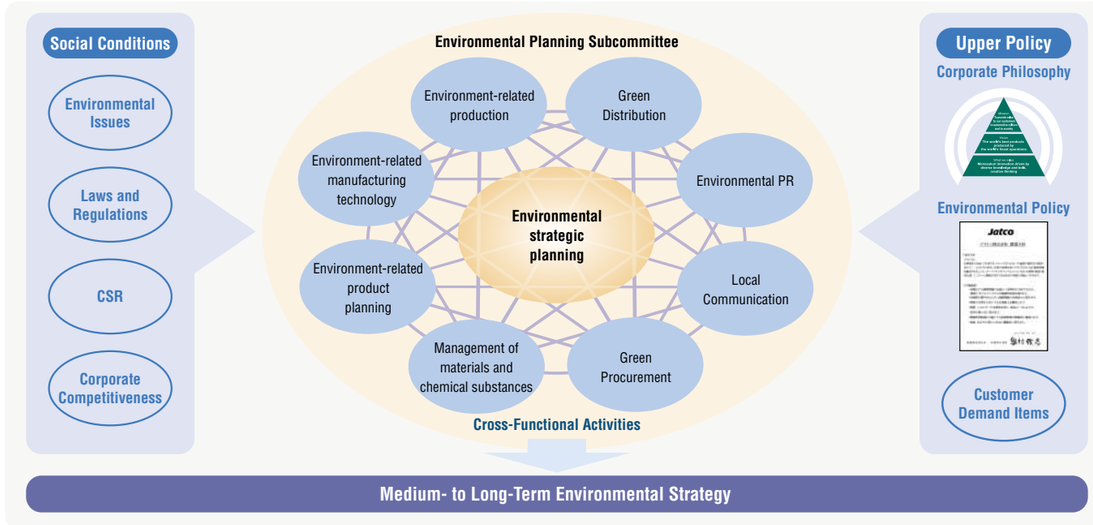
In addition, our overall EMS progress is the responsibility of one Executive Environmental Manager, who review our EMS to ensure its adequacy and effectiveness in our Executive Environmental Committee with our Corporate Officer in charge of the Production Division and Corporate Officer in charge of the General Administration Department, and ensures that measures are implemented.

JATCO's Environmental Planning Subcommittee

In FY2008, JATCO organized the Environmental Planning Subcommittee as a group that reviews the medium- to long-term environmental strategy. The Environmental Planning Subcommittee focuses on strengthening the three areas of prevention of global warming, environmental preservation and effective use of our resources. We also support the planning and management of environmental activities at our overseas bases.

● Environmental Management Implementation Organizational Chart

● Environmental Planning Subcommittee and Environmental Strategy Correlation Chart



Targets and Achievements for FY2008

JATCO has set environmental objectives and will work towards the appropriate use of resources and the reduction of emissions for efficient environmental protection.

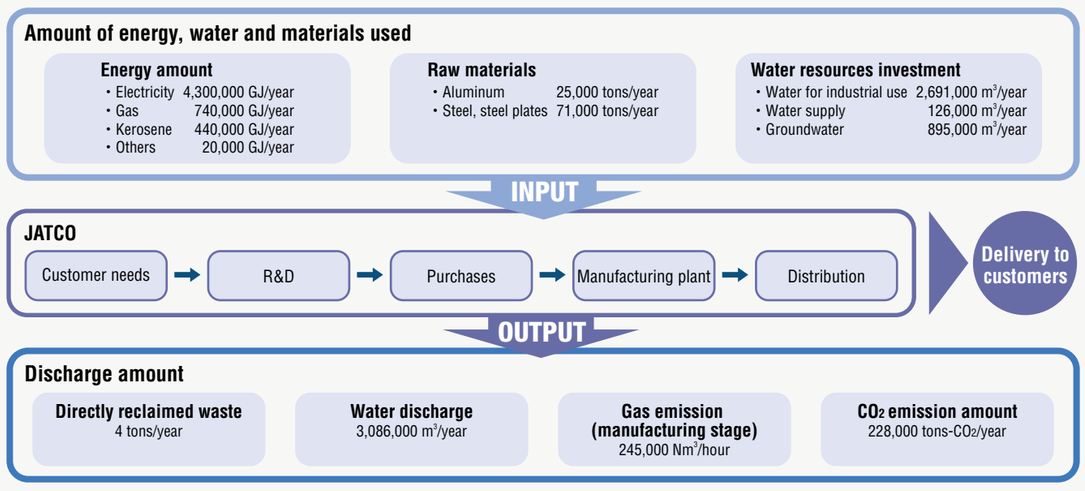
● Environmental objectives/targets and achievements for FY2008

Environmental Objectives		Items		Targets	Results	Evaluation (assessment)
1	Continued improvement of the Environmental Management System	1	Periodic reviews	・Inspection audits ・Internal environmental audits once/year ・Environmental Integration Committee meeting twice/year ・Management review once/year	・Inspection audits ・Internal environmental audits once/year ・Environmental Integration Committee meeting twice/year ・Management review once/year	B
		2	Internal environmental auditor training	・17 people/year	・20 people/year	B
2	Compliance with laws and preventive measures for environmental issues	1	"Zero" indications from the government and public offices	・Number of indications 0/year	・Number of indications 0/year	B
		2	Continued management of significant environmental aspects	・Number of regular revisions 100%	・Number of regular revisions 100% (65,165)	B
		3	Training on environmental laws	・Environmental law study group 5 times/year	・Environmental law study group 9 times/year (138 students)	B
3	Effective use of resources	1	Implementation of energy-saving measures ・Energy reduction per net sales	・541 tons of CO_2/billion yen	・561.2 tons of CO_2/billion yen	C*
		2	Implementation of waste-reduction measures ・Reduction of general waste emission rate	・Comparison with FY2007 ratio 1.6% reduction	・Comparison with FY2007 ratio 1.8% reduction	B
			・Recycling rate	・Over 99.5%	・Over 99.5%	B
4	Technological development to reduce environmental load	1	Reduction and material management of product environmental load	・EU-REACH regulation compliance rate 100%	・Preliminary registration confirmed 100% each	B
		2	Contribution to car mileage improvement	・Fuel economy target achievement rate of 100% for individual product planning	・Friction target for new CVT and new 4AT 100% achieved	B
5	Coexistence with the local community, society and nature	1	Implementation of communication between local communities	・Number of environmental events enforced 8 times/year	・Interaction with local communities 13 times/year	B
		2	Implementation of special activities in environmental month and energy-saving month	・Implement both activities	・Implement both activities	B

*Not achieved due to decrease in sales influenced by the sudden economic slump

Evaluation: A:Achieved more than the target; B:Achieved target; C:Did not achieve target.

● JATCO's investment of resources and output of emissions



Our approach to products

For product production, we have implemented measures to reduce the use of materials that cause environmental load as well as improve fuel economy from the design and development stages. We also promote the "3 R's" and remanufacturing business to reuse our resources.

Automatic transmission that contributes to the environment

To control global environmental changes caused by CO_2 emissions, the most crucial issue is improved fuel economy for all automobiles.

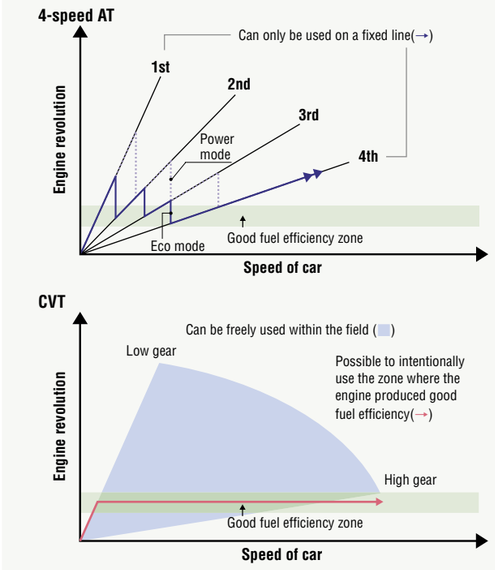
In response, we have utilized CVTs from early on. Also, through repeated improvements, we have achieved a full line-up of CVTs that covers mini vehicles to 3.5-liter class vehicles to expand the multi-range conversion of step ATs.

We will continue to implement measures and develop new technology to improve fuel efficiency.

Belt CVT

From the start, we focused on the excellent fuel efficiency of the CVT and have actively promoted its use. As a result, we manufactured 16 million units in FY2008, with more than 40% of the global share for CVT production and making us number one in the industry.

● 4-speed AT and CVT efficiency range



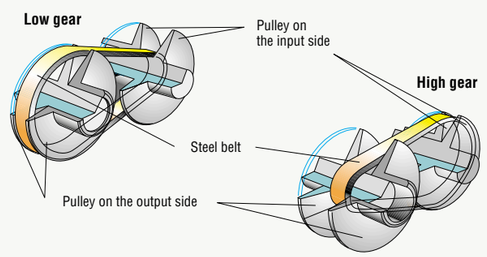
Characteristics of the CVT

The CVT has variable merits and can choose the best gear for different driving situations; thus, it is constantly matching the ideal gear to run the car in the most fuel efficient way.

Integrated control for the automobile

Since the CVT can change steplessly through a number of effective gear ratios, it provides better fuel economy through this flexibility.

● Belt CVT mechanism



*Grooves of different widths on the two pulleys allow the changing of both input and output belt diameters to change the speed.

Next-generation CVT

With an idea of auxiliary gearbox, we have developed a new next-generation CVT that is completely different from the conventional CVT. By increasing the gear ratio range for conventional 7-speed ATs and achieving improved efficiency, this next-generation CVT aims for better fuel economy for vehicles.

Newly developed, next-generation CVT

Characteristics of the next-generation CVT

- World's highest transmission ratio* for quicker starts and acceleration
- Compact and lightweight
- Reduced friction

*Comparison with other passenger vehicles (excluding MT & DCT)

Transmission for hybrid vehicles

Using the 7-speed AT for RWD vehicles as a base, the motor and clutch are built into the torque converter space for transmissions for hybrid vehicles. The highly precise clutch control technology acquired through AT development enables not only efficient energy regeneration but also EV drive in hybrid vehicles. It is a parallel hybrid unit with outstanding shift performance providing a new level of fuel efficiency and dynamic power.

Transmission for hybrid vehicles

Further measures to reduce CO_2 emissions

We will pursue further technical innovations in transmissions for measures to reduce CO_2 emissions.

Specific measures for reducing CO_2 emissions

- Improvements to the belt CVT
  Improved transmission efficiency, wide-range conversion, lightweight
- Improvements for the step AT
  Multi-stepped AT, wide-range conversion, lightweight
- Improvements to control technology
  Further expanded lock-up area, neutral idling control, usage of idling stop control
- Measures for hybrid system
  Optimized transmission for hybrid systems

Reduce, Reuse, Recycle

● "3 R's" of production

Reduce

Reduce waste by long-term usage

By improving the durability, we are developing products that have a long life span. In 2003, we realized a non-exchange guarantee for CVT oil.

Reuse

Something that can still be used will be reused

We have developed a remanufacturing business where we collect and repair used AT/CVT units for placement in the market as new products.

JATCO Products (AT/CVT)

Recycle

Recycle for use as new resources

By using recyclable materials from the product's development stages, we have improved our AT/CVT recycling rate, to over 95% by weight in FY2006.

Remanufacturing System

Since 1989, Remanufacturing Operations has been collecting AT/CVT units from the market for disassembly, repair and quality assurance to supply to the market once again. Through this business, we help to preserve the global environment by reusing necessary resources.

Remanufacturing production bases are located in Japan and Mexico; furthermore, we have negotiated a technical assistance agreement with a local repair company in China to repair products collected from the market.

We will continue to improve the recycling rate for products that we have collected for environmental preservation.

● Remanufacturing Operations Process

Production process

JEPS is pursuing the world's top monozukuri and reduced environmental load during production, as well as introduction of energy and resource saving equipment. We are also taking measures for the proper management of chemical substances and reduction of waste.

Our Monozukuri concept

JEPS (Jatco Excellent Production System)

JATCO strives to become the top monozukuri company for quality, cost and delivery. Our JEPS (Jatco Excellent Production System) is a no-waste system where each process of "purchasing materials, machining, assembly, and shipment" flows smoothly and promptly in a streamlined manner.

Target of JEPS

The target of JEPS is to achieve the following two "unlimited" features within the entire supply chain.

(1) Unlimited synchronism with our customers

To synchronize quality that emphasizes the value desired by our customers; to synchronize costs by thoroughly eliminating waste; to synchronize the time of delivery to our customers.

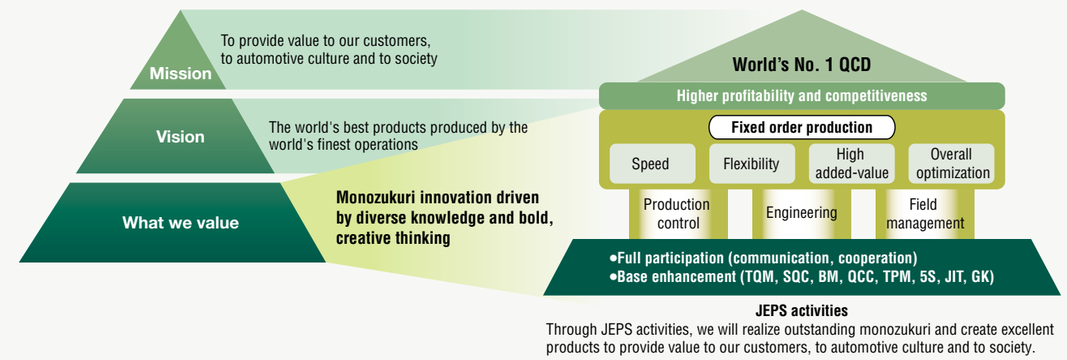
(2) Unlimited challenge and innovation

To recognize the gap between the ideal state of monozukuri and the current situation, visualize the hidden weak points and actively make improvements.

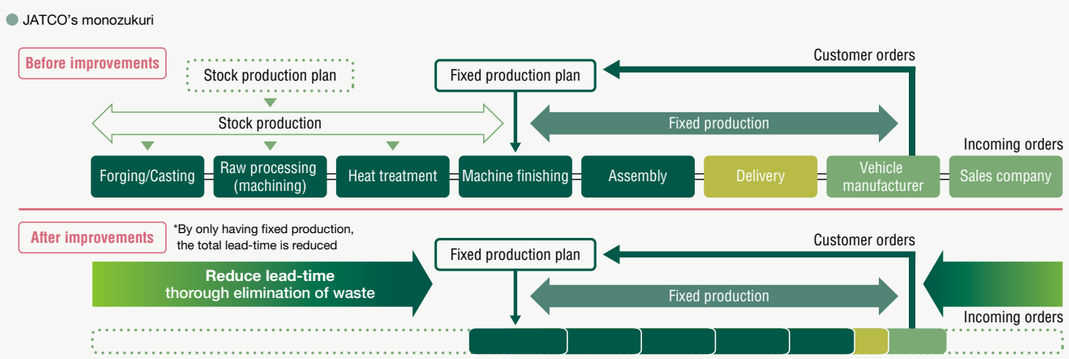
By pursuing these two points, we can raise the level of efficiency and process efficacy of production and support, while preventing the depletion of resources and cutting CO_2 emissions.

● Target of JEPS

● JEPS Activity Conceptual Diagram



● JATCO's monozukuri



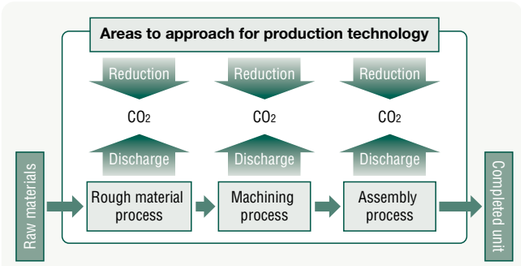
Methods for energy preservation and resource saving

Environment-responsive production technology

Integrated production from raw materials to completed unit is performed at JATCO where the Production Technology Division considers the limits of the Earth's resources at each stage of new product and technology developments.

Top priorities include reduced CO_2 emissions through new technology, reduced environmental load (management of hazardous materials), and utilization of idle facilities to effectively use (recycle) our resources. We are developing highly efficient, load-reducing methods and innovative methods to reduce production processes as well as introducing and converting to energy and resource-saving equipment.

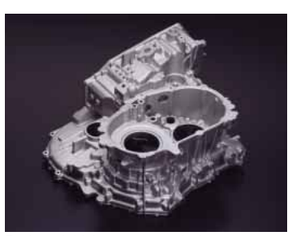
● Measures taken for production processes and environment- responsive production technology



CO_2 reduction through the usage of compact, lightweight parts

The next-generation CVT introduced in FY2009 uses compact, lightweight parts. Development was an intensive, collaborative effort in production design by the Product Development Division and Production Technology Division.

By reducing the general thickness by using the optimum configuration and clearance of limits during production, a weight-saving of 22% was achieved compared with same class conventional CVT. CO_2 emissions generated during parts production were thus substantially reduced and it is now possible to reduce emissions by 300 tons per year.



Reduced thickness transmission case

Reduction of CO_2 by switching from continuous gas carburizing furnace to batch-type gas carburizing furnace

Our special heat treatment process (nitrocarburizing) of parts in small quantities is being converted to heat treatment that is highly efficient and saves energy.

We have switched to the more compact batch-type gas carburizing furnace from the large continuous gas carburizing furnace for processing the output gear for 4-speed ATs.

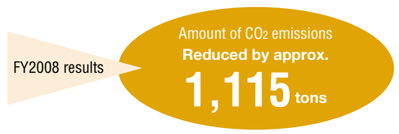
By converting to the batch-type gas carburizing furnace, it is now possible to use several heat treatment methods as carburization and gas nitrocarburization.

Thanks to the batch-type gas carburizing furnace for low-volume production, we reduced our CO_2 emissions by 520 tons per year compared to the conventional continuous gas carburizing furnace.

● Reduction of CO_2 emissions due to conversion from continuous gas carburizing furnace

	Continuous gas carburizing furnace	Batch-type gas carburizing furnace	Difference
Annual amount of CO_2 emissions (ton/year)	765.6	244.8	520.8
Furnace length (m)	35	15	20

CO_2 reduction through the use of heat remaining from the forging process



In the past, we have cooled the work after hot forging and reheated it to process rough materials. However, we are now changing to a heat treatment method (self-annealing) that uses the heat remaining from the forging process. By doing so, it is now possible to use one line instead of two for heat treatment. This has eliminated physical distribution between lines and we are able to reduce CO_2 by approximately 1,115 tons per year.

Energy- and resource-saving activities at our facilities

Environmental measures at our facilities include an initial evaluation when installing new equipment. For equipment in operation, we are taking steps to switch to energy- and resource-saving equipment that has low environmental load. We will continue to pursue technological innovation to reduce the environmental load at all our facilities and plants.

Energy-saving activities at all sites

FY2008 results: Amount of CO_2 emissions **Reduced by approx. 15,000 tons**

To reduce CO_2 emissions at each of our business sites, we are taking various energy-saving measures. Each business site sets its own targets and each worksite posts its own ideas that have been implemented to raise motivation and share methods for energy preservation. Through full participation in these activities, we succeeded in reducing CO_2 emissions by approximately 15,000 tons in FY2008.

Collaboration with companies in other business fields

FY2008 results: Amount of CO_2 emissions **Reduced by approx. 35 tons**

Aiming for new activities in global environmental preservation, we are actively pursuing collaborative efforts with companies in other fields. In FY2007, we collaborated with CHUBU Electric Power Co., Inc to observe the combustion conditions of an aluminum-melting furnace in real time and implemented a system to sustain the most suitable state of combustion. By doing so, we reduced the amount of the basic unit for fuel consumption by 2.0% and reduced CO_2 emissions by approximately 35 tons in FY2008. Presently, we are promoting the same activity for the entire company.

Aluminum-melting furnace

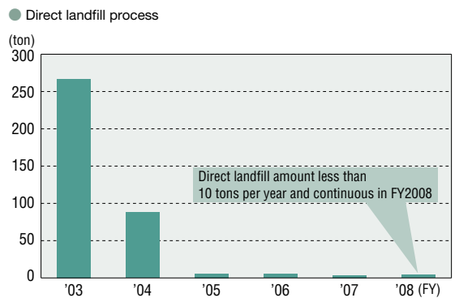
Heat observation system

Activities to reduce waste

"Zero emission" activities

FY2008 results: Direct landfill amount **10 tons/year and continuing**

By incorporating "zero emission of waste" into the waste reduction promotion management of the Environmental Management System (ISO 14001), we are promoting activities to achieve this goal. As a result, in FY2005, we were able to reduce the direct landfill amount to less than 10 tons, thus achieving the company's zero emission target, and this achievement continued in FY2008 as well.



Improvement of recycling rate

FY2008 results: Recycling rate **99.5%**

During company operations, various types of waste are generated such as scrap metal, metal powder, and offcuts (remaining materials) as well as industrial waste. Instead of applying incineration or landfill disposal, we are taking measures such as thermal recycling and material recycling by networking with those in the relevant industries to pursue recycling methods. Also, to effectively collect waste for use as resources, we have strict measures for separating our waste. Through these activities, we achieved a recycling rate of 99.5% in FY2008 and expect to achieve 100% for FY2009.

Environmental activities at JATCO Mexico

At JATCO Mexico, we have initiated activities to reduce the environmental load by implementing measures for reduced emission of waste and a wide range of materials that cause environmental load. We are now working to acquire ISO14001 certification.

Greening of the plant by watering the grass

Planting activities by reusing portions of drainage

FY2008 results: Coolant fluid **Approx. 75% are reused**

FY2008 results: Drainage of deionized water refinement process **Reduced by approx. 80%**

At JATCO Mexico, portions of coolant fluid used during the machining process are collected as waste fluid and stored in a basement tank. Previously, this fluid was disposed of as waste but now, by using a microfiltering device, we process 75% of the waste water for reuse.

The processed water is used for not only the grass and trees to greenify the plant but also water to drink and to wash hands.

Distribution activities

To effectively use our limited resources, we are improving packaging methods and developing better transportation methods. We are also reducing CO_2 emissions through lighter packages, returnability and improving our transport system.

Modal shift

To reduce CO_2 emissions that accompany distribution processes, we are improving our transport methods and have implemented a modal shift since 1994 with the help of our domestic customers.

Specifically, the transport of products to our customers in the Kyushu area is now done by ferry instead of truck, thus reducing CO_2 emissions by 75%.

In FY2005, we switched from truck to train for the distribution of JATCO's supply parts from the Hiroshima area. Furthermore, in early 2006, we switched to using trains for the Okayama area and further expanded our modal shift system. The supply parts that were delivered from the Shizuoka production base by truck to the Hiroshima (780 km) and Okayama (680 km) areas were subject to this change. As a result, 7 out of 10 tons in truck shipping volume per day was reduced to 16 containers, reducing CO_2 by 83.3%* annually.

We will continue to promote this modal shift and reduce the number of trucks required to achieve load efficiency.

*The ratio of truck transport to train transport is 3,276 tons-CO_2 to 546 tons-CO_2 (research conducted by the Japan Freight Railway Company).

Railway transport container

Corporate Profile

Company Name	**JATCO Ltd**
Established	June 28, 1999
Head Office	700-1, Imaizumi, Fuji City, Shizuoka, Japan
Main Businesses	Development, manufacture and sale of transmissions and automobile components
Capital	¥29,935 million
Number of Employees	6,640 (as of March 2009)
Net Revenues	¥490.0 billion (FY2006) ¥515.0 billion (FY2007) ¥406.4 billion (FY2008)
Locations	Head Office and Fuji Area/Fuji City, Shizuoka Kambara Area/Shizuoka City, Shizuoka Fujinomiya Area/Fujinomiya City, Shizuoka Kakegawa Area/Kakegawa City, Shizuoka Kyoto Area/Kyoto City, Kyoto Yagi Area/Nantan City, Kyoto Mizushima Area/Kurashiki City, Okayama Atsugi R&D Center/Atsugi City, Kanagawa Okazaki R&D Center/Okazaki City, Aichi Motegi Proving Ground/Haga-gun, Tochigi
Affiliated Companies	JATCO Engineering Ltd/Fuji City, Shizuoka JATCO Tool Ltd/Fuji City, Shizuoka JATCO Plant Tec Ltd/Fuji City, Shizuoka JATCO USA, Inc./Wixom, MI, U.S.A. JATCO Korea Engineering Corp./Seoul, Korea JATCO Mexico, S.A. de C.V./Aguascalientes, AGS., Mexico JATCO France SAS/Paris, France JATCO Korea Service Corp./Seoul, Korea JATCO (Guangzhou) Automatic Transmission Ltd./Guangdong, China

JATCO Ltd

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