

## Financial data

Unit: 100 million yen

Fiscal year ending March 31st	FY2015	FY2016	FY2017
Sales	13,999	13,183	14,411
Operating income	819	774	813
Ordinary income	812	780	825
Net income attributable to parent company	516	503	496
Net assets	4,800	5,129	12,770
Total assets	10,758	11,178	5,725
Interest-bearing liabilities(NET)	1,303	1,147	1,395
Equipment investment	631	664	666
Depreciation and amortization	584	560	604
R&D costs	462	482	552

### Cash flows

Cash flows from operating activities	1,101	992	1,000
Cash flows from investing activities	△599	△680	△990
Cash flows from financing activities	△493	△221	△602
Cash and cash equivalents	616	702	1,326

### Financial indicators

Operating profit on sales	5.9	5.9	5.6
Ratio of ordinary income to net sales	5.8	5.9	5.7
ROA	4.4	4.3	4.2
ROE	10.5	10.1	9.7
Capital adequacy ratio	42.32	42.04	41.7
Debt equity ratio (NET)	0.29	0.24	0.32
Inventory turnover period (months)	1.4	1.3	1.4

### Information on shares, etc.

Total market value	5,011	5,935	5,410
No. of outstanding shares (1,000 shares)	343,286	343,286	343,286
Dividend per share (yen)	42	42	43
Dividend payout ratio (%)	29.6	30.3	29.7
No. of employees (people)	43,938	44,528	49,589

### Exchange rate (against JPY)

USD	120	108	111
EUR	132	119	130

## Non-financial data

		Unit	FY2015	FY2016	FY2017		
<b>Contributing through monozukuri</b>							
<b>Products</b> [consolidated]	Contribution to CO2 emissions reduction*1	Total		724.2	762.2	761.0	
	Product group examples	Steering*2	C-EPS Powerassist steering system	1,000 t	349.0	366.0	372.0
		Bearings*3	Tapered roller bearings for automobiles		90.5	105.1	111.4
<b>R&amp;D</b> [consolidated]	Total cost of R&D*4	100 million yen	462	482	552		
<b>R&amp;D</b> [independent]	No. of patents pending*5	Incidents	779	652	543		
	No. of patents acquired*5	Incidents	292	397	368		
<b>Quality</b> [independent]	No. of visitors to quality exhibitions (total)	People	7,072	11,110	(not held)		
<b>Environment</b> [consolidated]	Prevention of global warming	CO2 emissions for internal production	1,000 t	761	769	783	
<b>Environment</b> [independent]	Prevention of global warming	CO2 emissions for internal production	1,000 t	230	227	227	
		CO2 emissions in production per in-house production volume	t/100 million yen	146.2	143.2	140.3	
		CO2 emissions in logistics	1,000 t	13.8	13.2	12.8	
		CO2 emissions in logistics per net sales	t/100 million yen	2.18	2.15	1.99	
	Effective use of resources	Waste per in-house production volume	t/100 million yen	7.34	7.12	6.78	
		Packaging usage per net sales	t/100 million yen	0.78	0.77	0.77	
		Water usage per in-house production volume	1,000 m <sup>3</sup> / 100 million yen	1.56	1.48	1.43	
	Reduction and management of environmentally burdensome materials	Release / transfer of substances subject to PRTR	t	40	40	38	
	No of environmental issues	Incidents	0	1	0		

### Establishment of a firm management foundation

<b>Employees</b> [consolidated]	Ratio of foreigners occupying key positions in overseas locations	%	62.2	62.9	65.3	
<b>Employees</b> [independent]	Level of understanding by employees of own division's vision	%	55.3	60.2	67.1	
	Female employee percentage	%	8.3	8.4	8.6	
	Percentage of women in administrative positions	Managerial positions	%	0.81	0.83	0.92
		Assistant managers	%	3.30	3.89	4.11
	Percentage of employees with disabilities	%	2.23	2.15	2.17	
	Employees who took childcare leave	People	34	41	49	
	Employees who took family care leave	People	3	2	1	
Percentage of vigorous and vibrant workplaces	%	27.7	55.7	55.3		
<b>Governance</b> [independent]	Number of internal reports made	Incidents	51	45	50	
<b>Local contribution</b> [independent]	No. of youth development	People			1,201	
	No. of information get-togethers with local community	Place	13	13	13	
	Number of participants in region cleanup activities	People	4,483	4,510	4,665	

\*1 CO2 emissions reduction due to an environmentally-considerate design at the product usage stage. The amount calculated globally is shown for each year.

\*2 Figure is calculated based on the number of products designed by JTEKT therefore products produced overseas are included. \*3 Independent

\*4 R&D costs included in general and administrative costs and manufacturing costs. \*5 Calculation method has been revised for past portions also.