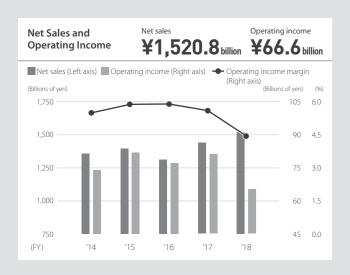
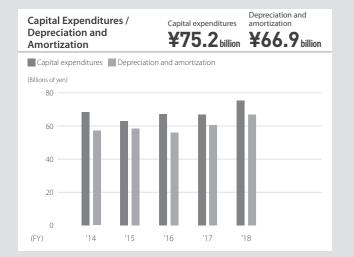
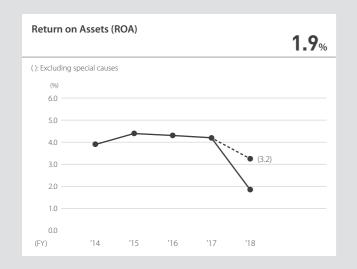
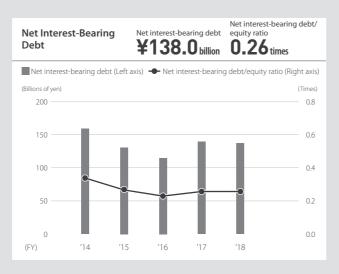
# Financial highlights

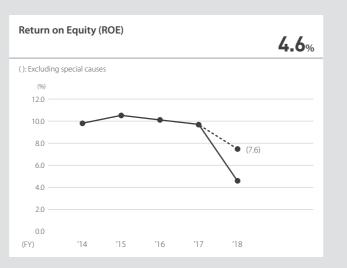




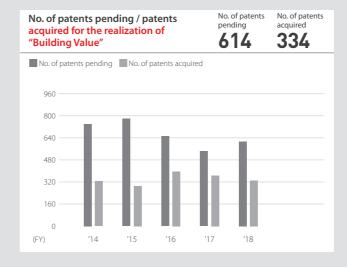


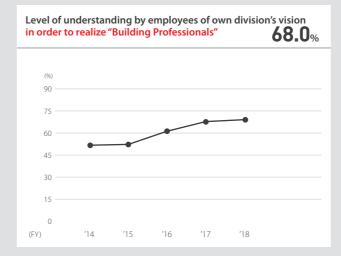






## Non-financial highlights





ESG-focused management, Contribution to the environment CO<sub>2</sub> emissions / Contribution to CO<sub>2</sub> emissions reduction through products<sup>\*</sup> CO<sub>2</sub> emissions in production 807 thousand tons CO<sub>2</sub> emissions in production through products CO<sub>2</sub> emissions in production through products

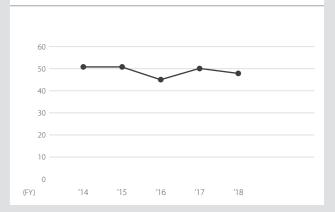


\* CO<sub>2</sub> emissions reduction due to an environmentally considerate design at the product usage stage. The amount calculated globally is shown for each year. The calculation method changed partially from FY2016.

## WHAT'S JTEKT

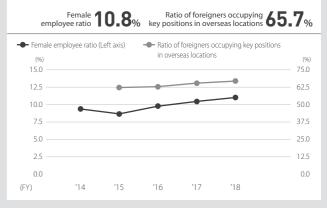
49

#### ESG-focused management, Compliance No. of internal reports made



#### ESG-focused management, Improvement of diversity Female employee ratio /

Ratio of foreigners occupying key positions in overseas locations



### ESG-focused management, Contribution to the environment

