

Report Compositional Elements

Creating No. 1 & Only One

This report has been compiled based on the concept shown below to explain the creation of the JTEKT GROUP VISION "No. 1 & Only One."

contents

WHAT'S JTEKT

01-02	Management Principles / Editorial Policy
03-04	Report Compositional Elements / Contents
05-06	History
07-08	JTEKT Business
09-10	Value Creation Model

SHAPING A BETTER FUTURE

11-18	A Message from the President		
19-26	Medium- to Long-term Business Plan		
27-36	JTEKT Capital Strategy	27-28	Financial Capital
		29-30	Manufactured Capital
		31-32	Intellectual Capital
		33-36	Human Capital
37-44	Review of Operations	37-38	Automotive Business Unit
		39-40	Industrial & Bearings Business Unit
		41-42	Machine Tools & Systems Business Unit
		43-44	Aftermarket Business Unit

TOGETHER WITH SOCIETY

45-46	JTEKT's CSR / Materiality
47-48	Management
49-54	Corporate Governance
55-58	Discussion with Outside Management
59-64	Society
65-70	The Environment

FINANCIAL DATA

71-72	Eleven-Year Consolidated Financial Summary
73-74	Financial Statements

CORPORATE INFORMATION

75-76	Group Companies
77	JTEKT by Region
78	Corporate Profile / Stock Information

Management Principles

The basic philosophy at the core of the JTEKT Group. An identity that systematically indicates what we should be.

CORPORATE PHILOSOPHY

Seek to contribute to the happiness of people and the abundance of society through product manufacturing that wins the trust of society.

JTEKT GROUP VISION

No. 1 & Only One Shaping a Better Future



Building Value



Building Excellent Products



Building Professionals

P01~02, P05~10

Business Environment Awareness

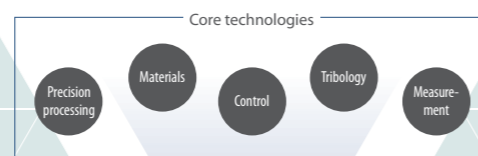
We recognize the strengths cultivated since our founding and the social structures and market economies that change over time, reflecting both in our growth strategies.

External Environment Awareness

We perceive social issues from the perspective of markets and customers.

JTEKT's Strengths

JTEKT's core technologies and the new technologies created from them.



New technologies

Acceleration of new product development

P11~18, P37~44, P71~78

Strategies

Business Strategies

Based on our recognition of the business environment, we formulate business strategies from a long-term perspective. We execute these strategies to achieve our goals.

No. 1 & Only One

Medium- to Long-term Business Plan

We formulated our Vision 2030 and Medium- to Long-term Business Plan.

Various Capital Strategies

We support our business strategies with financial and a variety of other capital strategies.

P19~44

Foundation supporting JTEKT growth

We promote the creation of a foundational governance structure and engage in social and environmental initiatives.

P45~46

Corporate Governance

Governance structure for enhancing corporate value

P47~58

Society

Building relationships of trust with all stakeholders

P59~64

The Environment

Promoting environmentally aware corporate activities

P65~70