

# **Financial results of Fiscal Year ended March 2023**

**May 16, 2023**

**JTEKT Corporation**

Results	<ul style="list-style-type: none"><li>✓ Revenue <b>increased</b> YoY due to the easing the impact of COVID-19, recovery from the shortage of semiconductors, and favorable foreign exchange rate.</li><li>✓ Despite negative impacts from cost inflation of materials, logistics, and energy, <b>business profit increased with cost reduction activities, sales price improvement activities</b>, sales increase, and favorable foreign exchange rate.</li></ul>
Forecasts	<ul style="list-style-type: none"><li>✓ Despite the market condition is uncertain due to the decline in demand mainly in Japan and China and further inflation risk, <b><u>we would like to achieve sales revenue of 1,800 billion yen and business profit of 75 billion yen by promoting cost reduction and appropriate sales price improvement activities.</u></b></li></ul>
Return to Shareholders	<ul style="list-style-type: none"><li>✓ The year-end dividend of FY 2022 is 19 yen per share. ※Increased by 8 yen compared to the announcement on Feb. 3, 2023. (The annual dividend is 30 yen including the interim dividend of 11 yen, and the payout ratio is 30.0%)</li><li>✓ The annual dividend forecast of FY 2023 will be 32 yen per share. (Increased by 2 yen YoY, interim dividend 16 yen, year-end dividend 16 yen, and the payout ratio will be 31.4%)</li></ul>

1 . Results of the FY ended March 2023	P4
2 . Forecast of the FY ending March 2024	P9
3 . Approach to achieve the mid-term management plan	P15
4 . Appendix	P29

# 1-1) FY2022 results - Consolidated Performance **JTEKT**

4

- Revenue increased YoY due to the easing the impact of COVID-19, recovery from the shortage of semiconductors, and favorable foreign exchange rate.
- **Despite negative impacts from cost inflation of materials, logistics, and energy, business profit increased with cost reduction activities, sales price improvement activities, sales increase, and favorable foreign exchange rate.**

Unit: Billion of yen (Ratio to revenue)

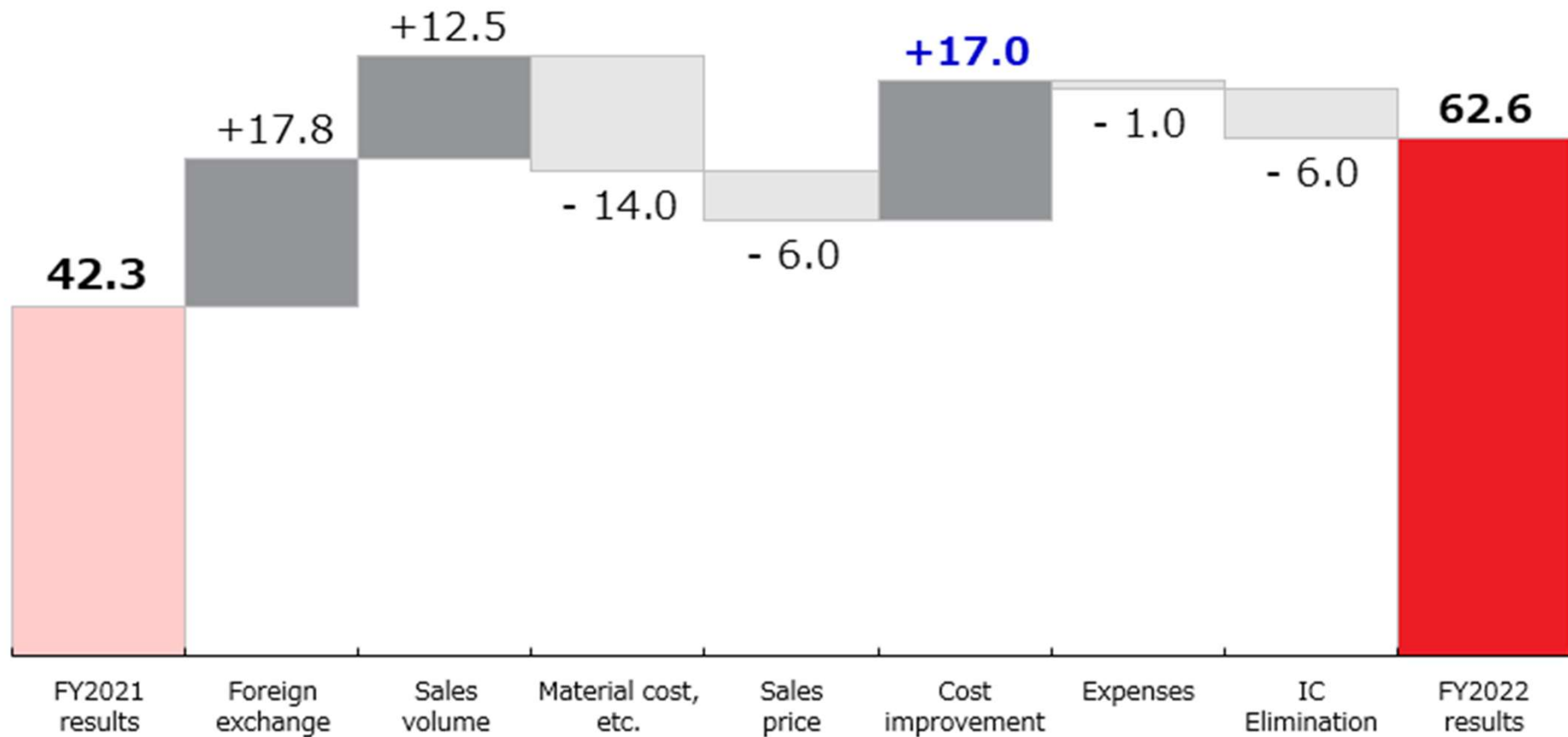
	FY2021		FY2022		Change	Change ratio
<b>Revenue</b>		<b>1,428.4</b>		<b>1,678.1</b>	+ 249.7	+ 17.5%
<b>Business profit</b> ※1	(3.0%)	<b>42.3</b>	(3.7%)	<b>62.6</b>	+ 20.3	+ 48.0%
<b>Operating profit</b>	(2.5%)	<b>36.4</b>	(2.9%)	<b>49.3</b>	+ 12.9	+ 35.5%
<b>Profit before income taxes</b>	(3.1%)	<b>43.9</b>	(3.3%)	<b>55.8</b>	+ 11.9	+ 27.2%
<b>Proift</b> ※2	(1.4%)	<b>20.6</b>	(2.0%)	<b>34.2</b>	+ 135.0	+ 65.7%
Foreign Exchange	JPY	112.38/USD	JPY	<b>135.47/USD</b>	JPY	+23.09
	JPY	130.56/EUR	JPY	<b>140.97/EUR</b>	JPY	+10.41
Earnings per share	JPY	60.31	JPY	99.94		

(※1) Our own management profit after deducting "cost of revenue" and "selling, general and administrative expenses" from "Revenue"

(※2) Profit attributable to owners of the parent company

# 1-2) FY2022 Results - Business profit Analysis **JTEKT**

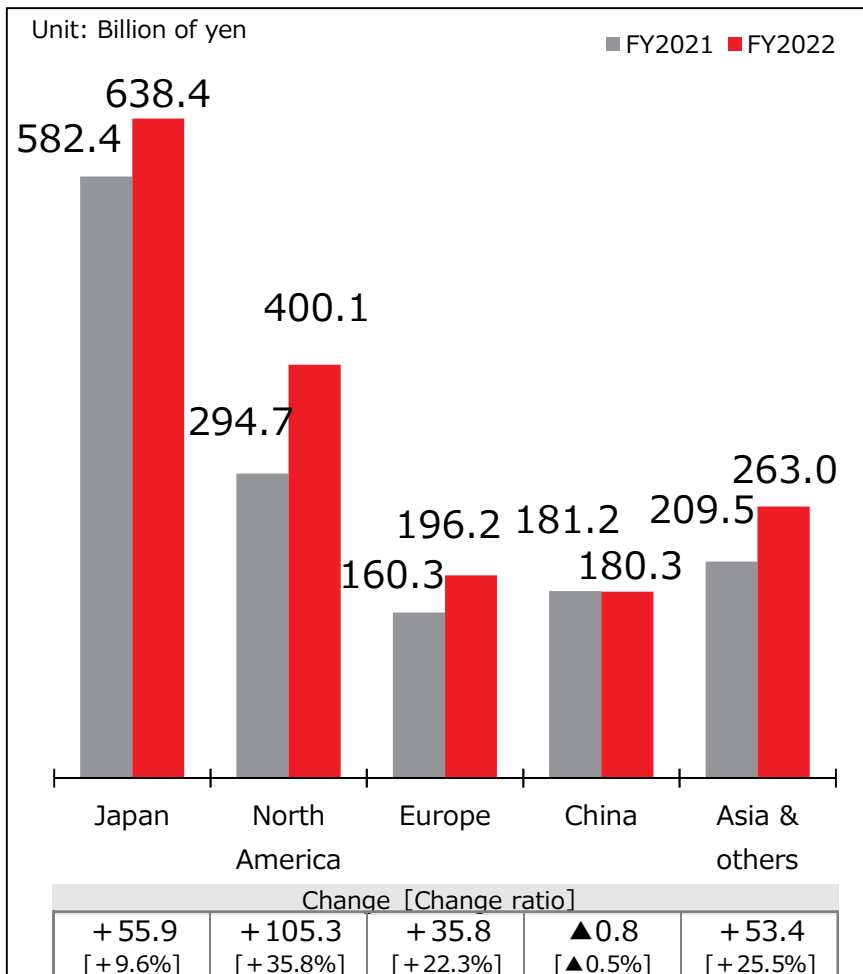
Unit : Billion of yen



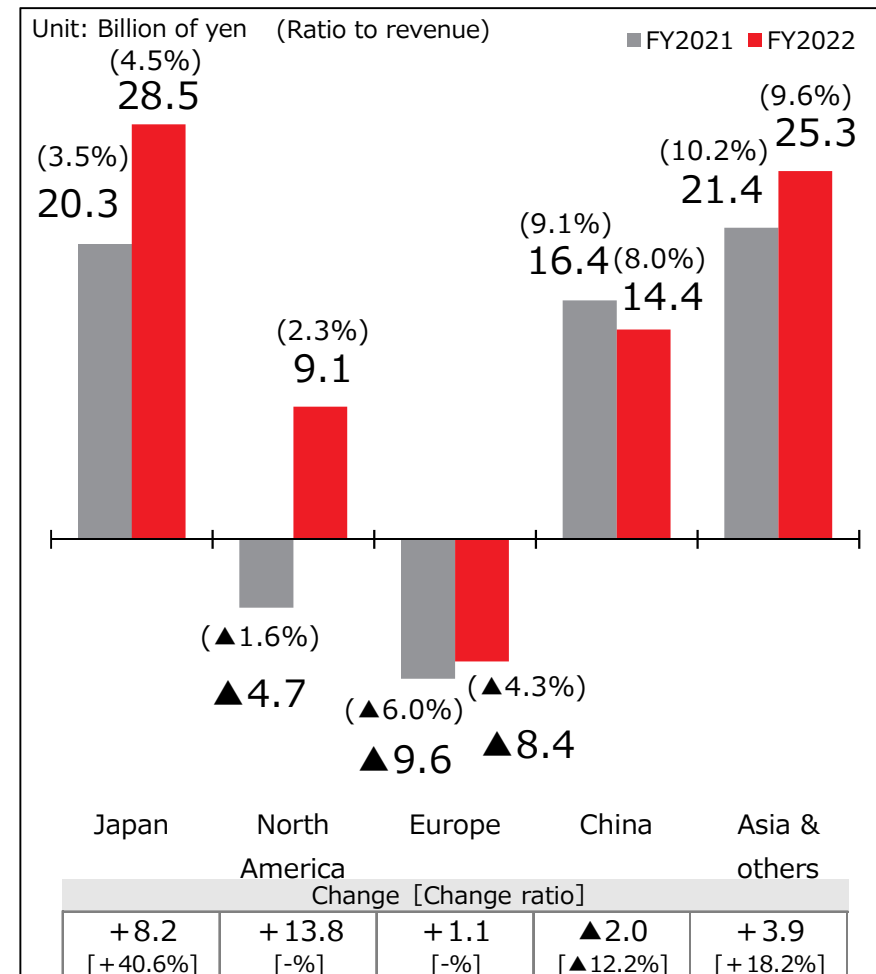
# 1-3) FY2022 Results by Region

■ Business profit increased in Japan and North America due to sales increase, cost reduction and sales price improvement activities. (NA returned to profitability)

## Revenue



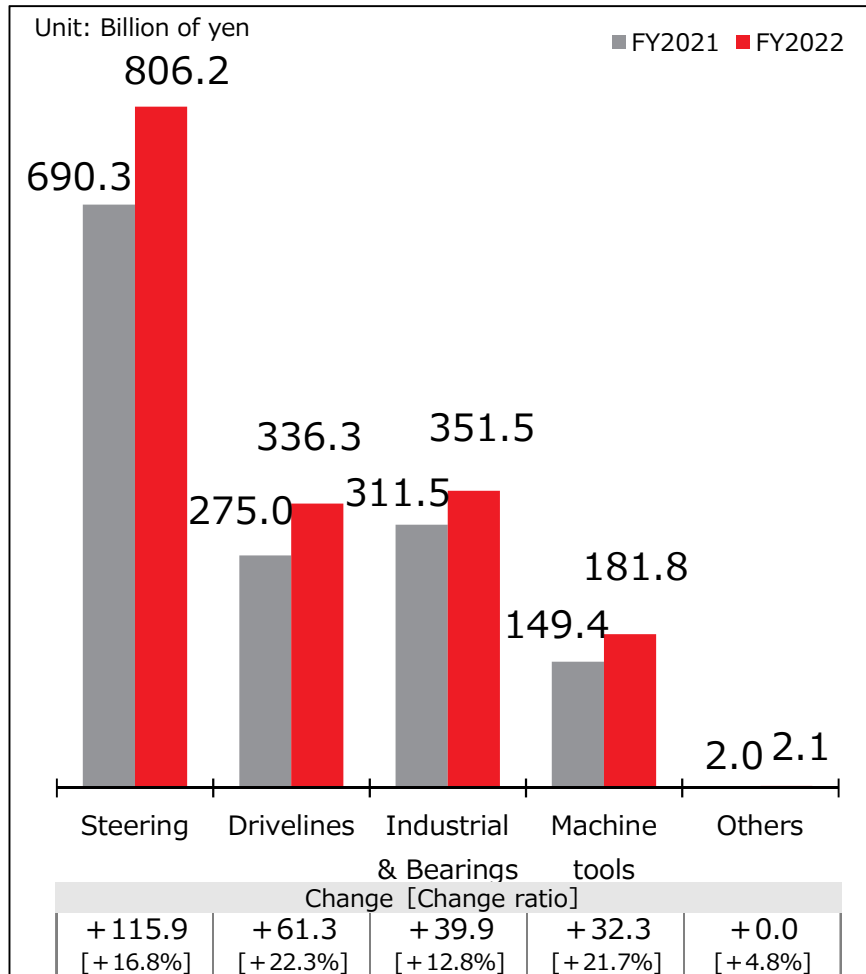
## Business profit



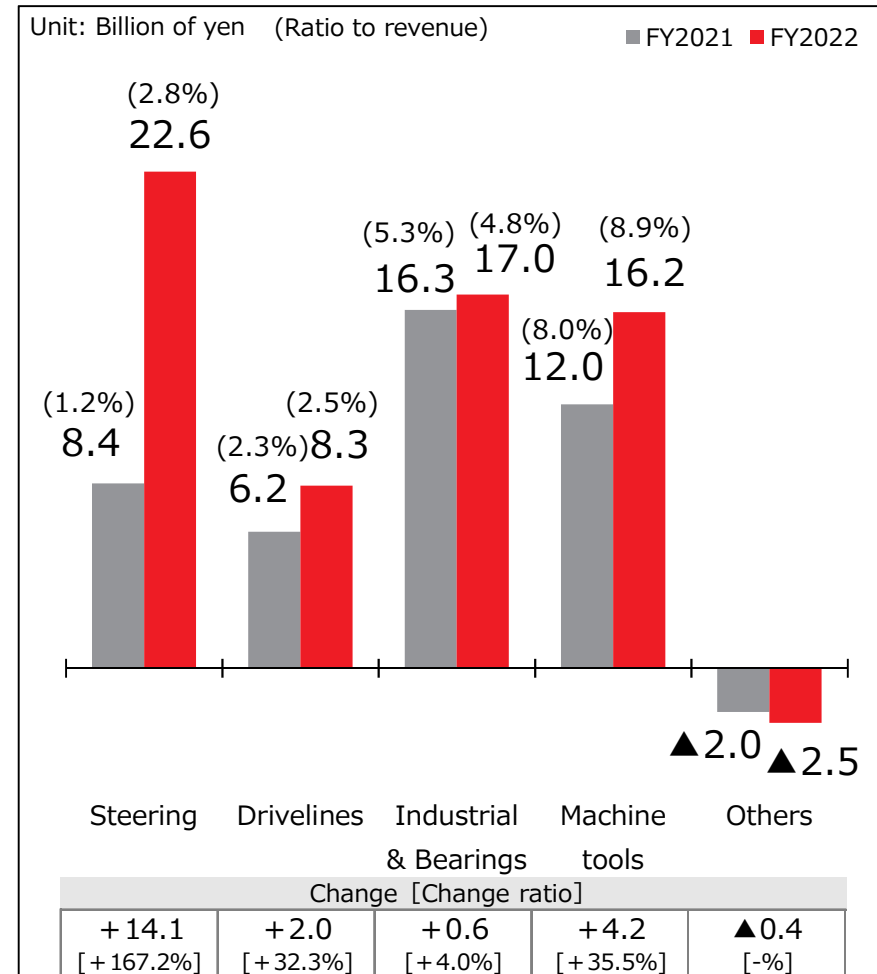
# 1-4) FY2022 Results by Business unit

■ Business profit increased in all businesses units especially in Steering due to sales increase, cost reductions, and sales price improvement activities.

## Revenue



## Business profit



- 1 . Results of the FY ended March 2023 P4
- 2 . Forecast of the FY ending March 2024 P9
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- 4 . Appendix P29



## 2-1) FY2023 Forecasts - Consolidated Performance **JTEKT**

9

- **Market condition is uncertain** due to the decline in demand mainly in Japan and China, further inflation risk, and unfavorable exchange rate trend.
- Despite various risks, **we would like to increase profit by promoting cost reductions and sales price improvement activities**, while implementing strategic investments for the future.

Unit: Billion of yen (Ratio to revenue)

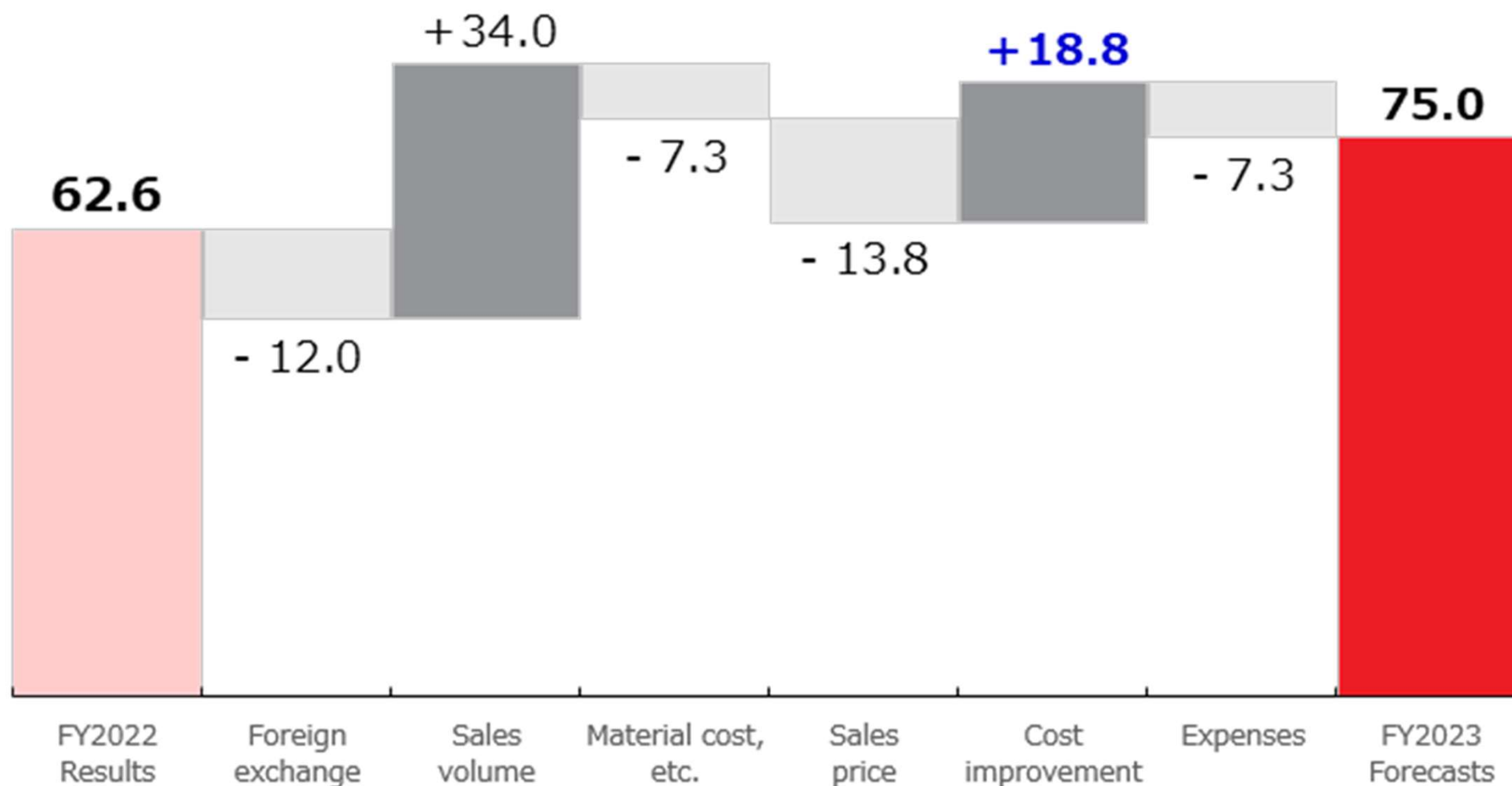
	FY2022 Results		FY2023 Forecasts		Change	Change ratio
<b>Revenue</b>		1,678.1		<b>1,800.0</b>	+121.8	+7.3%
<b>Business profit</b> ※1	(3.7%)	62.6	(4.2%)	<b>75.0</b>	+12.3	+19.7%
<b>Operating profit</b>	(2.9%)	49.3	(3.8%)	<b>68.0</b>	+18.6	+37.9%
<b>Profit before income taxes</b>	(3.3%)	55.8	(3.6%)	<b>65.5</b>	+9.6	+17.2%
<b>Proift</b> ※2	(2.0%)	34.2	(1.9%)	<b>35.0</b>	+0.7	+2.1%
Foreign Exchange	JPY	135.47/USD	JPY	<b>125.00/USD</b>	JPY ▲10.47	
	JPY	140.97/EUR	JPY	<b>135.00/EUR</b>	JPY ▲5.97	
Earnings per share	JPY	99.94	JPY	<b>102.05</b>		

(※1) Our own management profit after deducting "cost of revenue" and "selling, general and administrative expenses" from "Revenue"

(※2) Profit attributable to owners of the parent company

## 2-2) FY2023 Forecasts - Business profit Analysis **JTEKT** 10

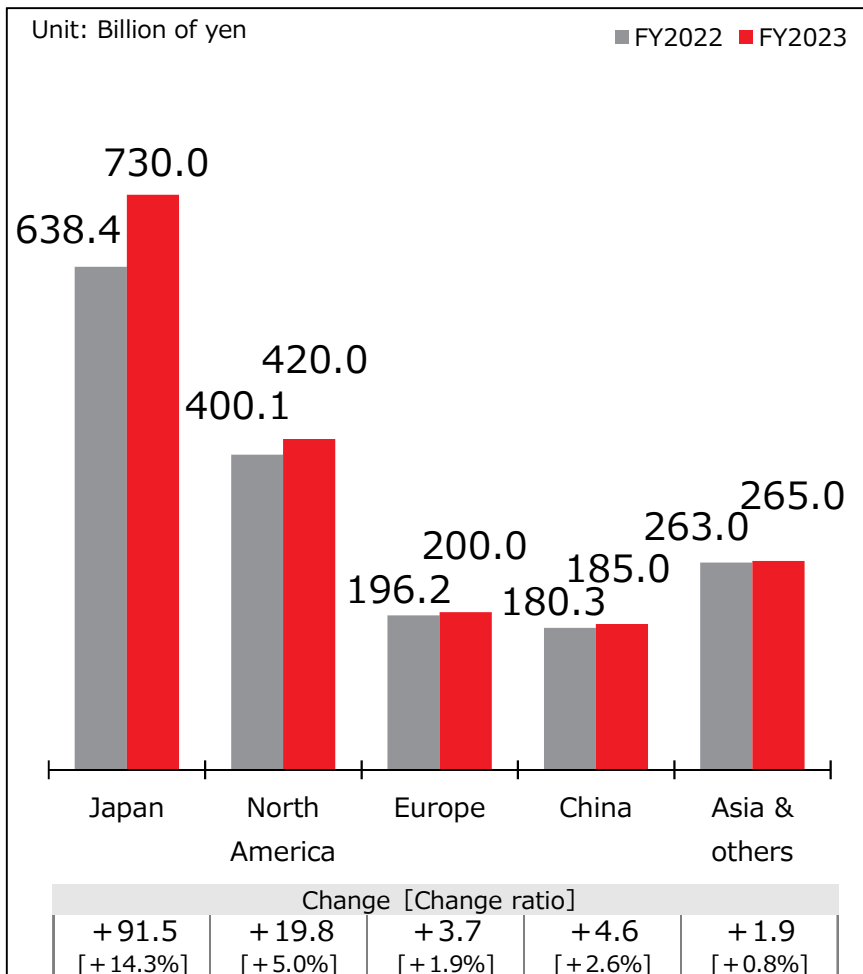
Unit : Billion of yen



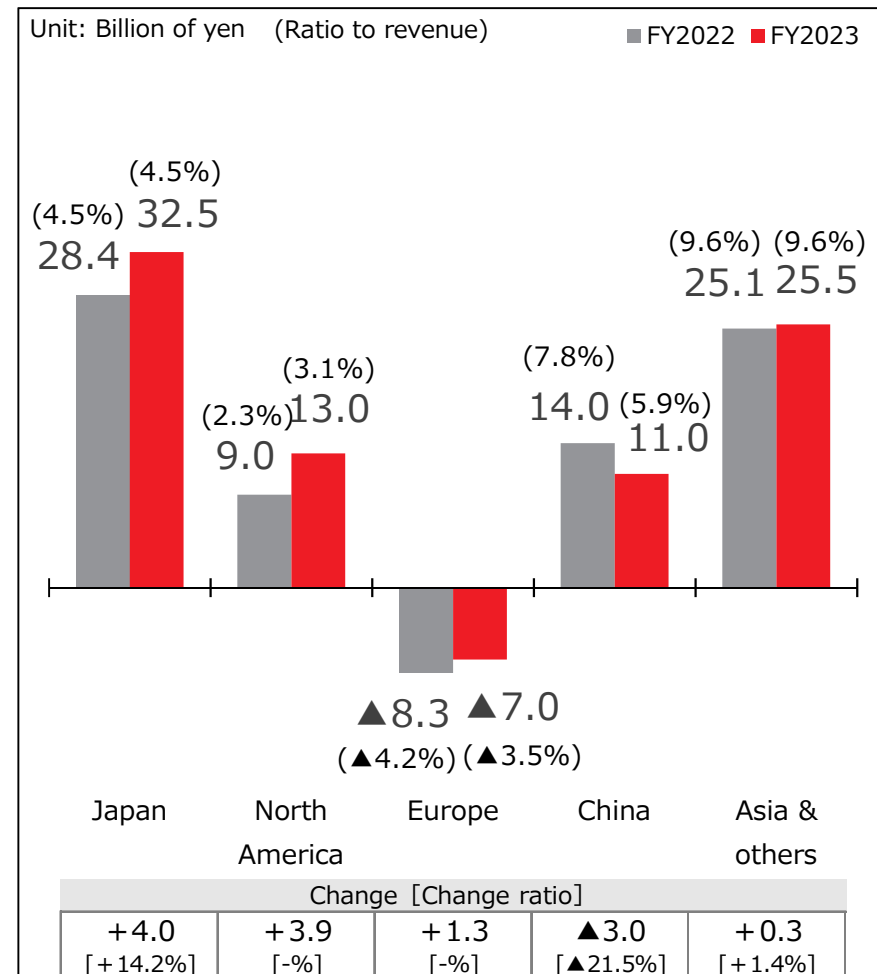
## 2-3) FY2023 Forecasts by Region

- Business profit increased except for China due to sales increase and cost reduction, however Europe remained deficit despite of promoting restructuring activities.

### Revenue



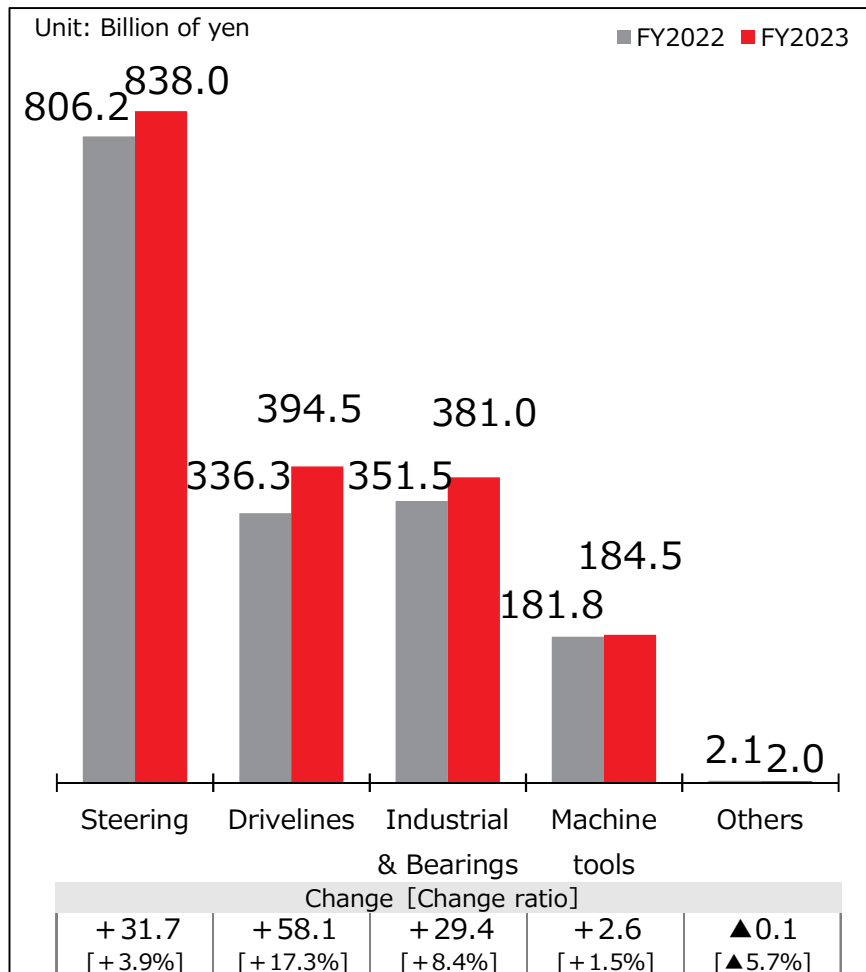
### Business profit



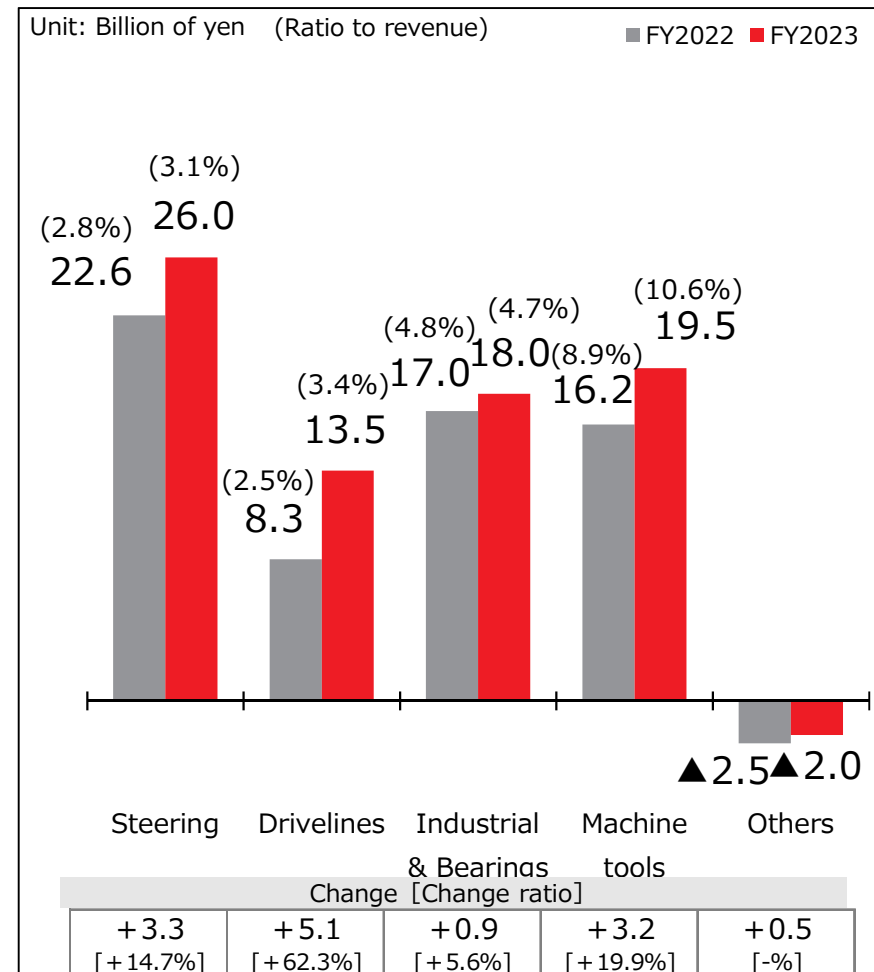
## 2-4) FY2023 Forecasts by Business unit

- Sales and business profit increased in all businesses units due to cost reductions and sales price improvement activities.

### Revenue

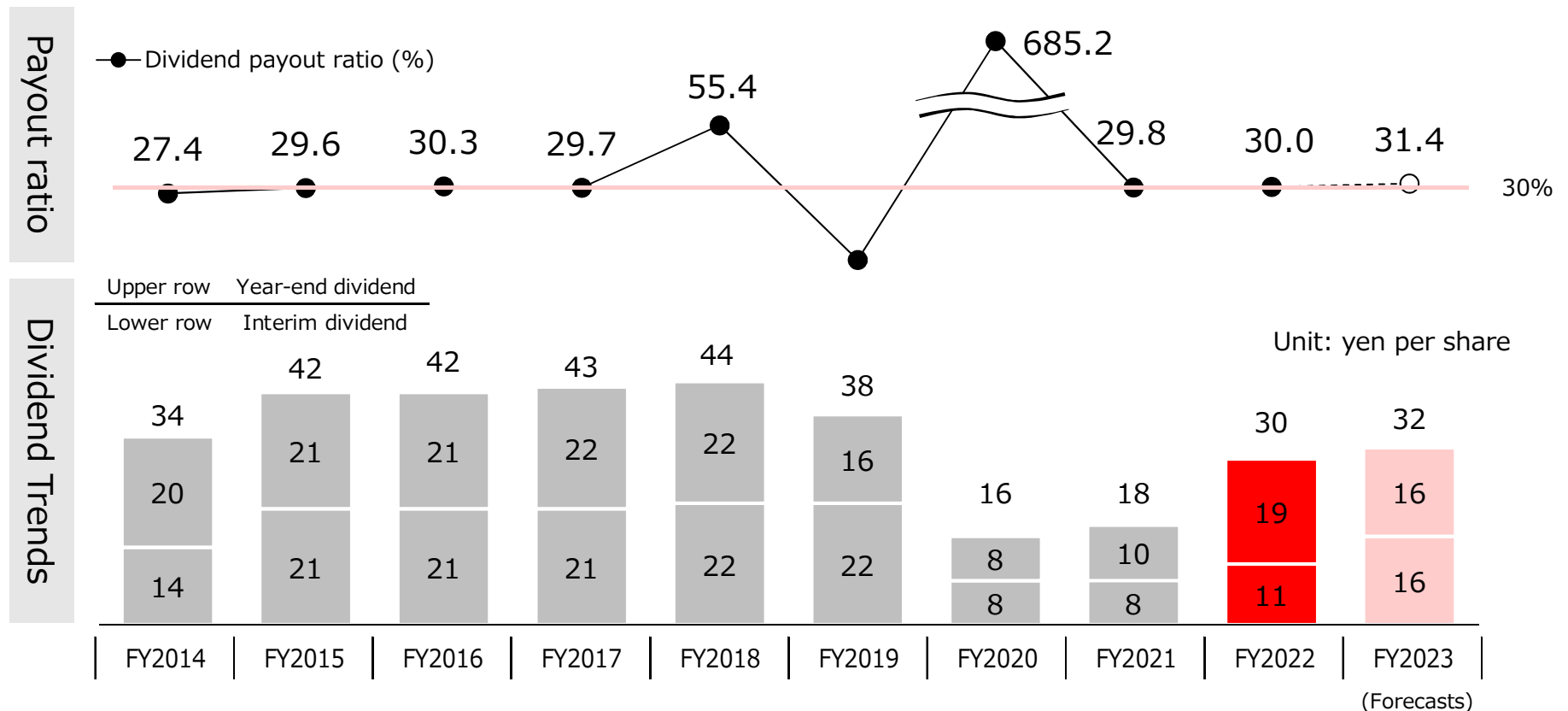


### Business profit



## 2-5) Return to Shareholders

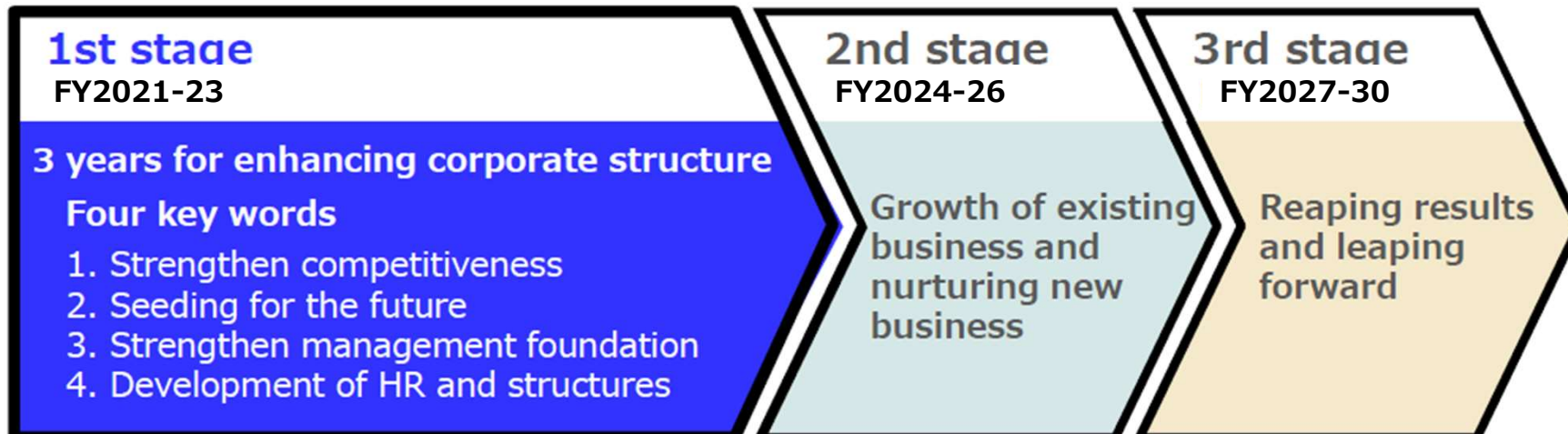
■ Under the policy to pay stable dividends in long-term, we will maintain the dividend payout ratio of 30% or more.  
 Also, we will maintain DOE of 1% or more even under bad business situation.



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### 3. Actions to achieve the mid-term management plan

- The 10 years up to 2030 will be divided into three periods, **the first mid-term plan period** will be **“Three-Year Plan to enhancing our corporate structure”**, and set a target of break-even point sales ratio (compared to revenue in FY2019) of 80% and business profit of 100 billion yen.
- FY 2023 will be the final year of the first mid-term plan, and we need to achieve the target for strengthening our structure.

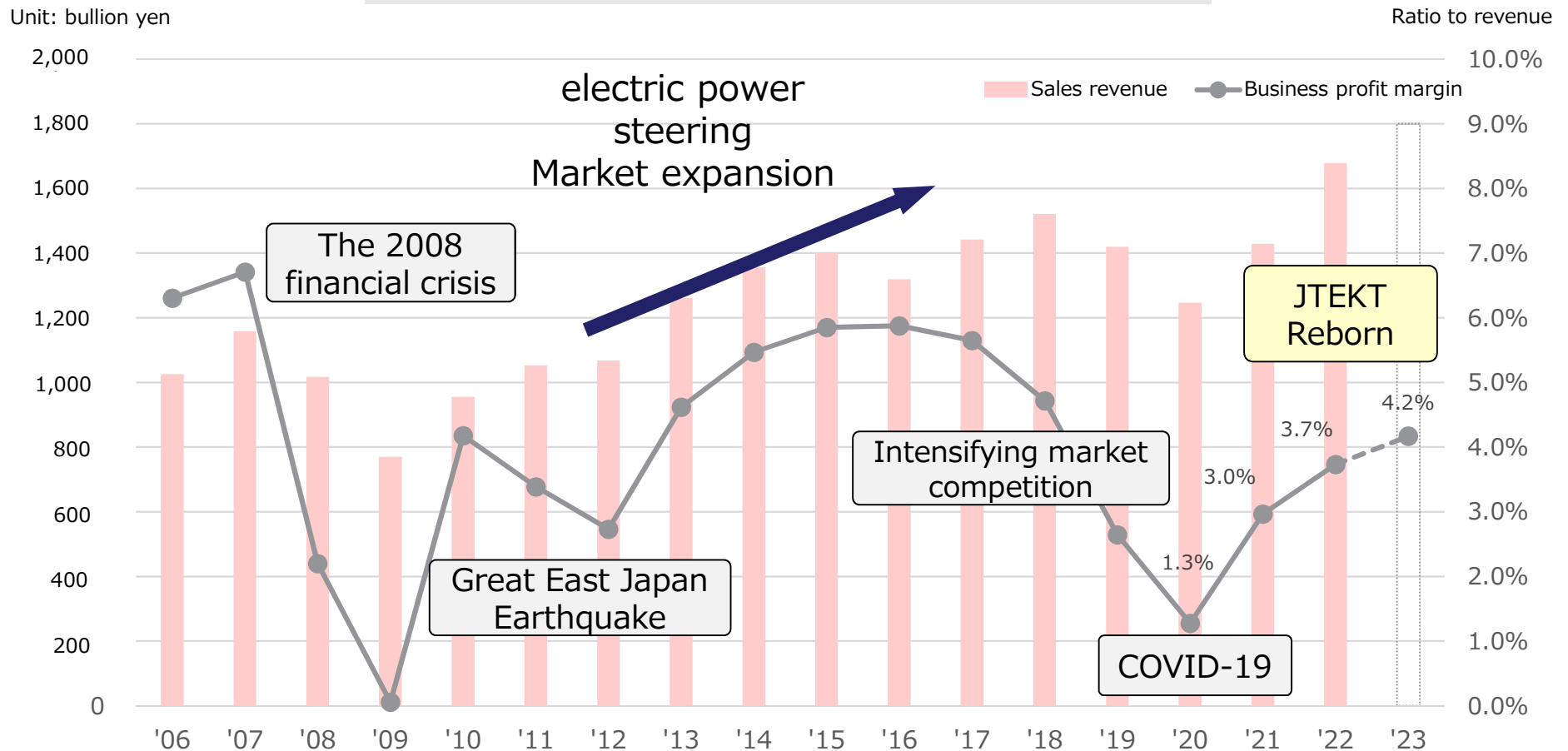


	FY'21	FY'22	FY'23
The break even point (compared to FY2019)	85%	83%	80%

**Target: Business profit of 100 billion yen in FY 2023**

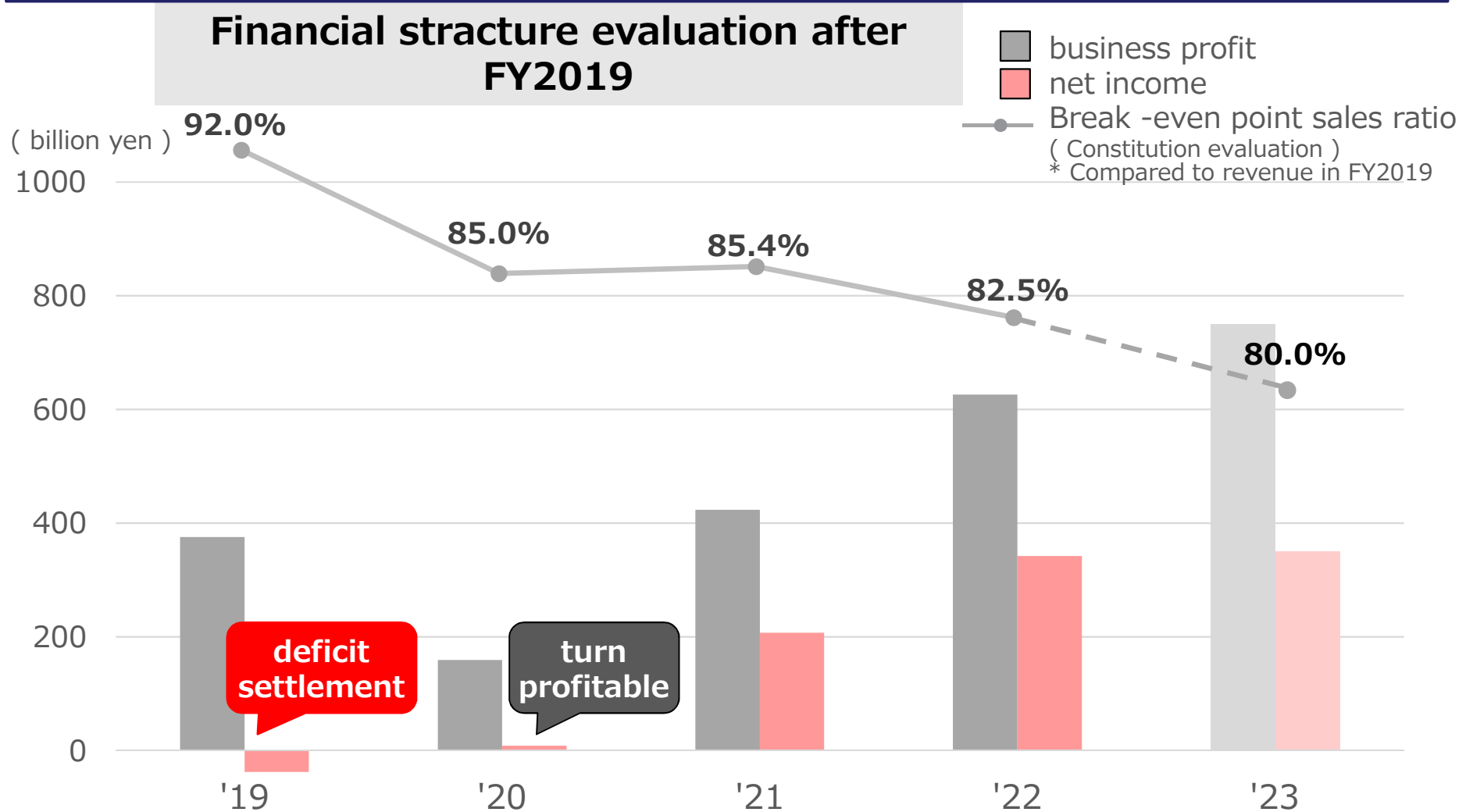
- Even after the collapse of the 2008 financial crisis, **awareness of fixed cost reduction is weak.**
- Carry out reforms with a focus on the break-even point sales ratio.

## Performance trends after the merger

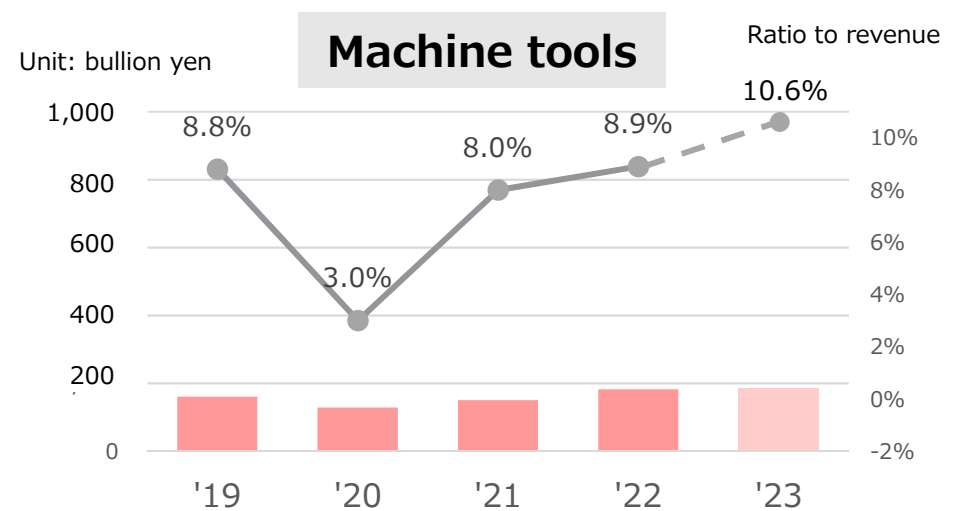
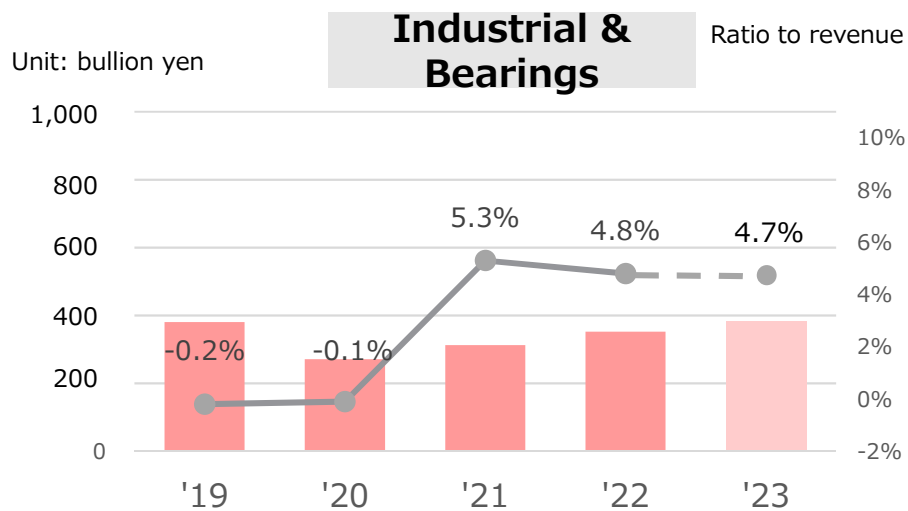
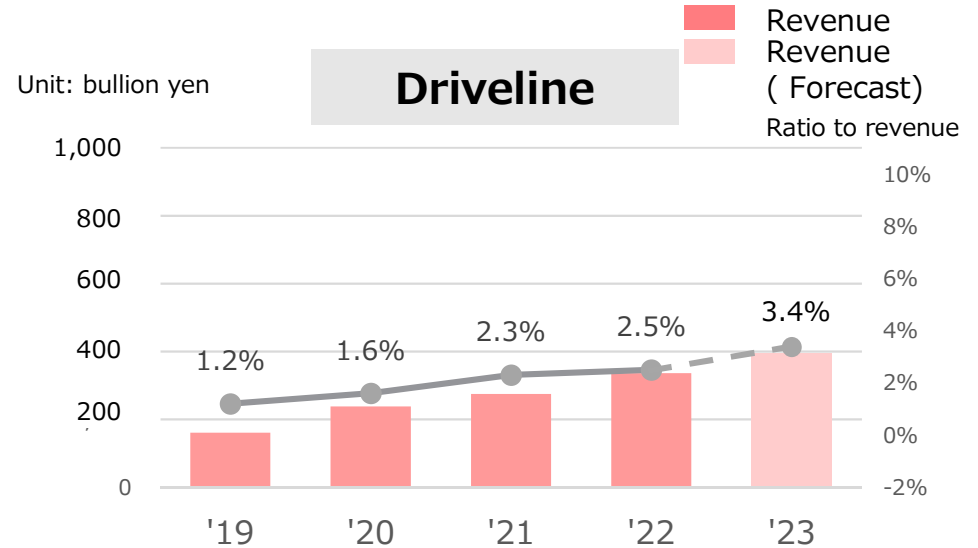
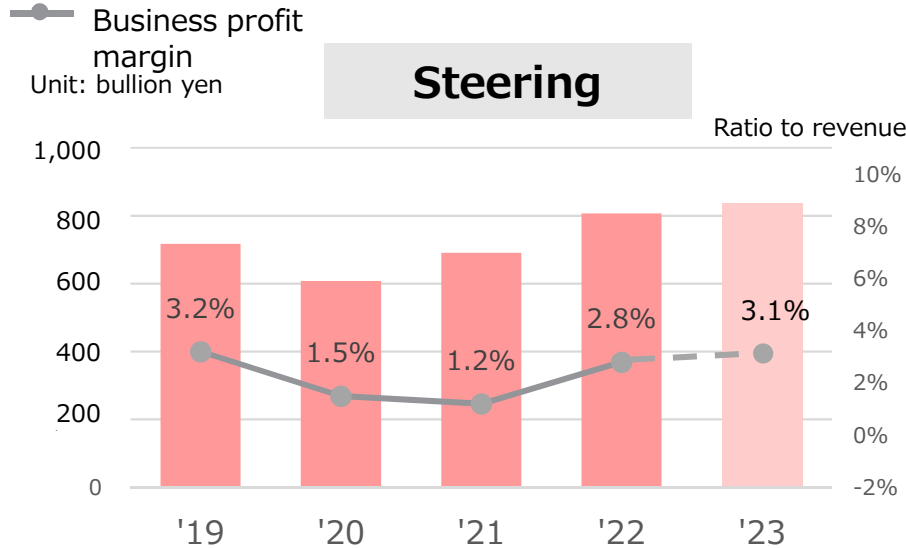




- **Get out of the deficit structure and practice tree-ring management.**
- **Steadily achieve the target of strengthening profitability in the 1<sup>st</sup> mid-term plan and aim to increase business profit.**



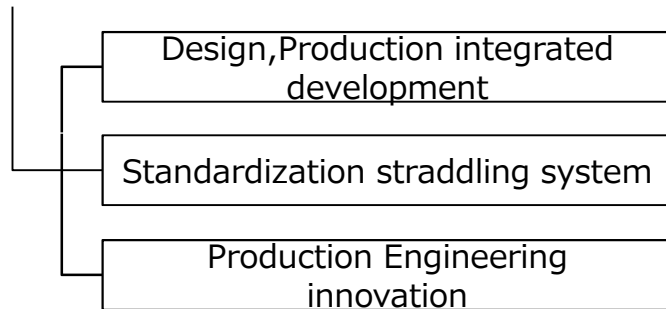
**■ The key point to achieve our target is profitability improvement in Automotive business unit that are going to increase sales volume**



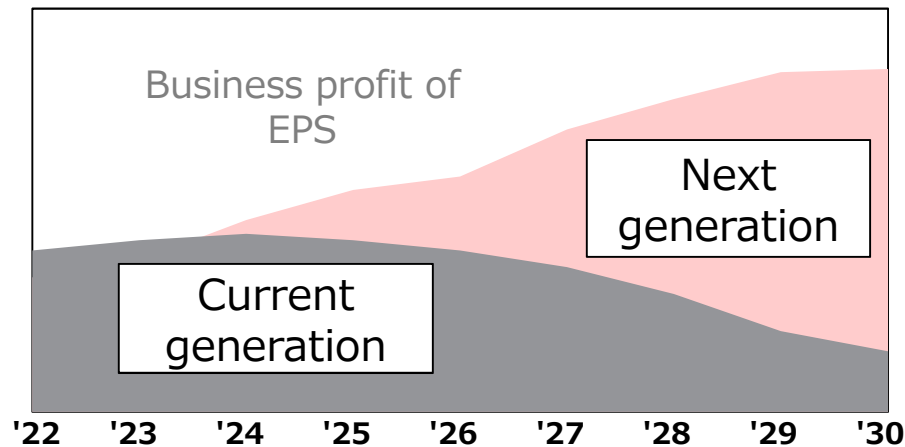
**■ Implement next generation Electric Power Steering(EPS) that review design and manufacturing process with simple, slime concept.**

### Implement next standard

- Global expansion for the next generation of EPS



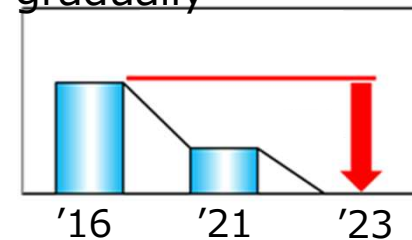
Sequential switching at model change timing



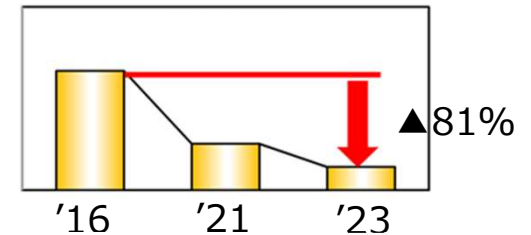
### Promote labor saving production line

- Reduce in-house cost with line operator gradually

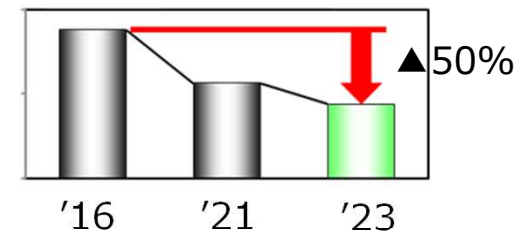
Labor saving in Machining line (vs standard production line)



Labor saving in Assembling Line (vs standard production line)



In-house cost (vs standard production line)



⇒ operation which rely on experience and intuition is changed in order to implement labor saving and automation product line.

# 3-2 ) Strengthening Competitiveness

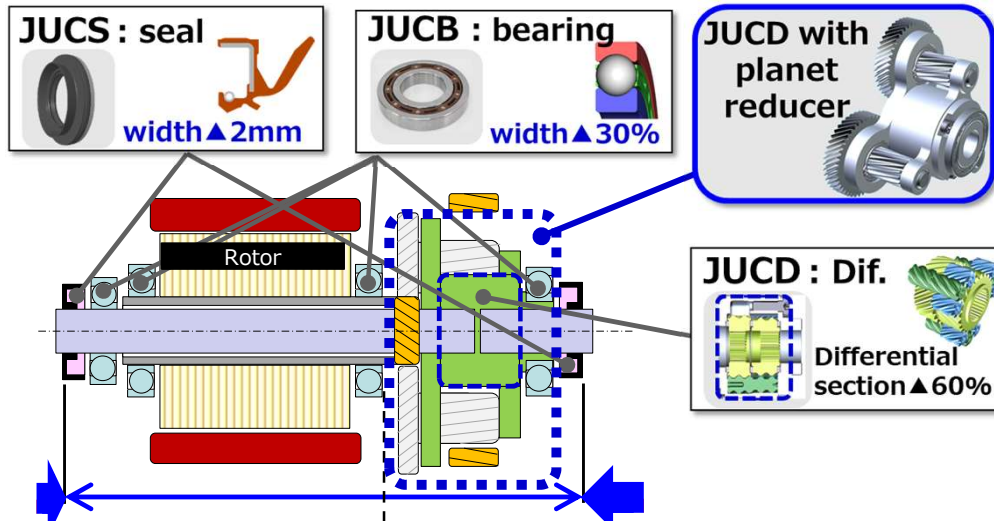
Automotive business unit :profitability improvement



- eAxle parts supplier with small,light,high efficiency JTEKT product in BEV market
- Aim to become to contribute safety,reliable,comfortable autonomous driving as No.1 Steering maker

## eAxle parts supplier

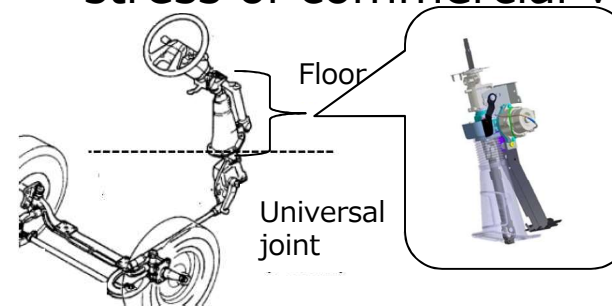
- Implement high accuracy gear technology to JCUD and achieve much more small/light/high efficiency



Shorten unit length of eAxle about 70mm and reduce weight about 7kg as the leverage of synergy among business units and groups

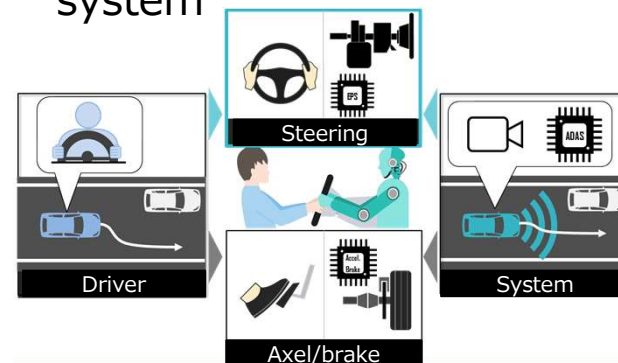
## Autonomous driving

- Contribute to reduce driver's stress of commercial vehicle



ADAS Steering of light truck

- Concreate autonomous driving which is in harmony with human and system



■ **Aim to be No.1** in growing markets by introducing **high-value-added products that leverage synergies among businesses units and groups**

## Electrification

- Contributing to the improvement of electric power consumption of BEVs by utilizing the Group's seeds



JUEB™

JUEB (JTEKT Ultra Earth Bearing) improves eAxle reliability and miniaturization by incorporating conductive materials into the bearing

- Aiming to be No.1 by applying bearing technology for BEVs to electric-powered agricultural and construction equipment



Construction Machinery



Agricultural Machinery

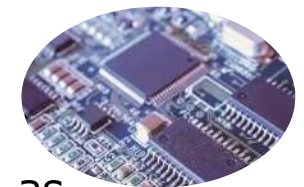
## Robot

- Contributing to the rapidly expanding robot market against the backdrop of a shrinking workforce with a group of elemental parts including gears
- Aiming to become No.1 in thin-wall bearings for robot precision reduction gears



## Semiconductor

- Bearings for semiconductor manufacturing equipment require high performance in harsh environments such as clean, high temperature, and vacuum.
- Aiming to be No. 1 in bearings for special environments that meet those needs



# 3-2 ) Strengthening Competitiveness

Bearing business unit

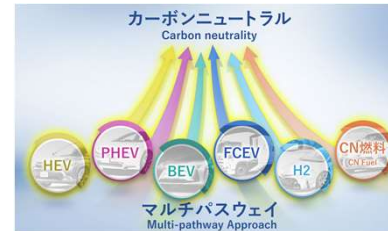
- Achieve overwhelming competitiveness and become No.1 in the grinding field by leveraging the collective strength of the Group
- Contributing to TOYOTA's electrification efforts with production facilities as a member of the TOYOTA Group

## Grinding field No.1



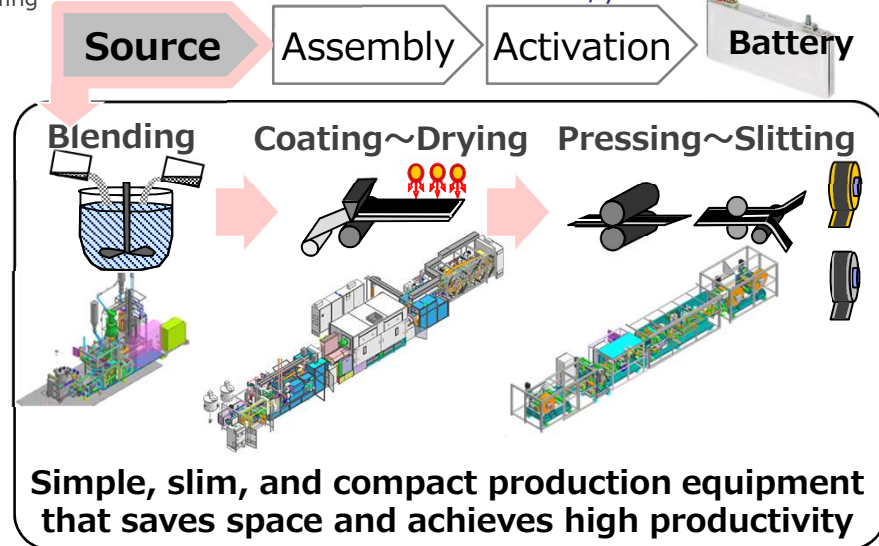
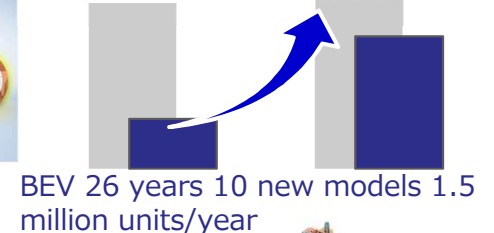
We meet the needs of all our customers.

## Contributing to TOYOTA's electrification efforts



Source: TOYOTA Motor Corporation website, "New Organization Policy Briefing"

Toyota Motor Corporation  
Growth + electrification shift



Supporting the source process, which is the key to battery performance



# 3-2 ) Strengthening Competitiveness

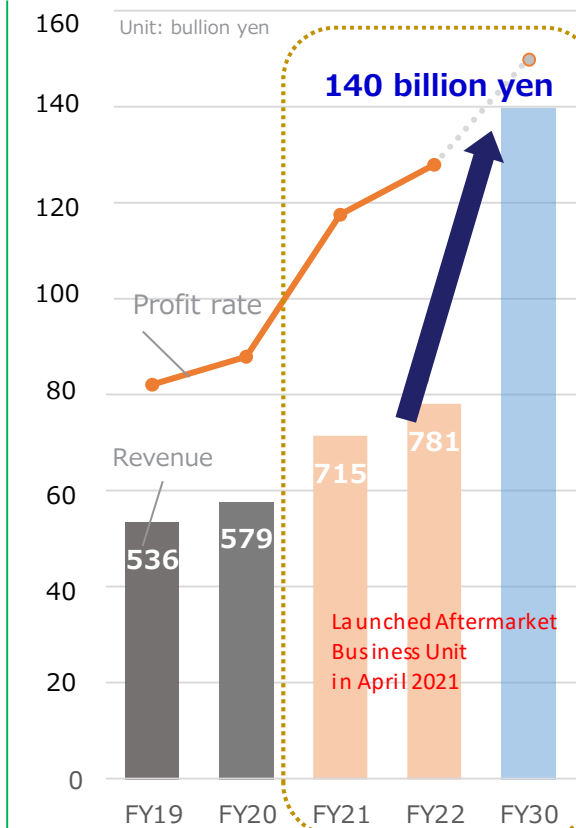
## Aftermarket business Unit

- Make the Aftermarket Business Unit **indispensable** to customers
- **Grow into a core business** by contributing to the realization of a recycling-oriented society, supporting customer choices, and **expanding sales and profits**

### Growth strategy

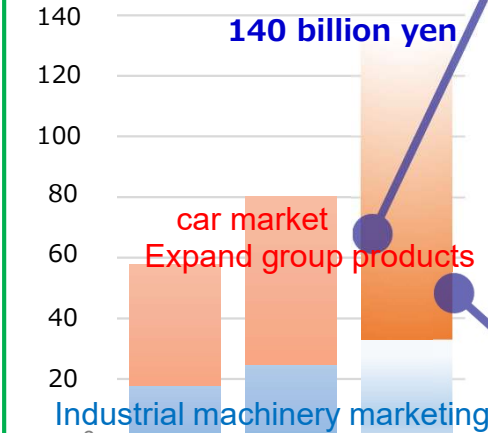
Business expansion through activities that meet customer expectations

#### Expansion into core business



\* Figures obtained by extracting the relevant portion of the aftermarket from business results

#### ① Mid-term business portfolio



#### ② Before Market/Branding



Expansion ONI BEARING™ to wheel bearings and pedal (bottom BRKT) bearings

Released in 2023  
Covering 90% of market needs

- ◆ Product expansion based on customer feedback
- ◆ Work that can deliver happiness to customers → Continue to create human resources and environments that can do it

#### ■ Enhanced product lineup of Automotive parts

Number of items to be introduced into the market

FY20	FY21	FY22	FY23	FY24
2	50	70	120	150



◆ Leverage OE market share to gradually increase introduction

#### ■ Expand group products

Unit: Billion of yen

FY20	FY22	FY30
12	17	20

- ◆ Expand sales of aftermarket products through collaboration with the JTEKT Group
- ◆ Leveraging our network of distributors, sales companies, and trading companies



Energy-saving hydraulic drive device    O/H of machine tool    replacement for grindstone

### 3-3) Strengthen management foundation

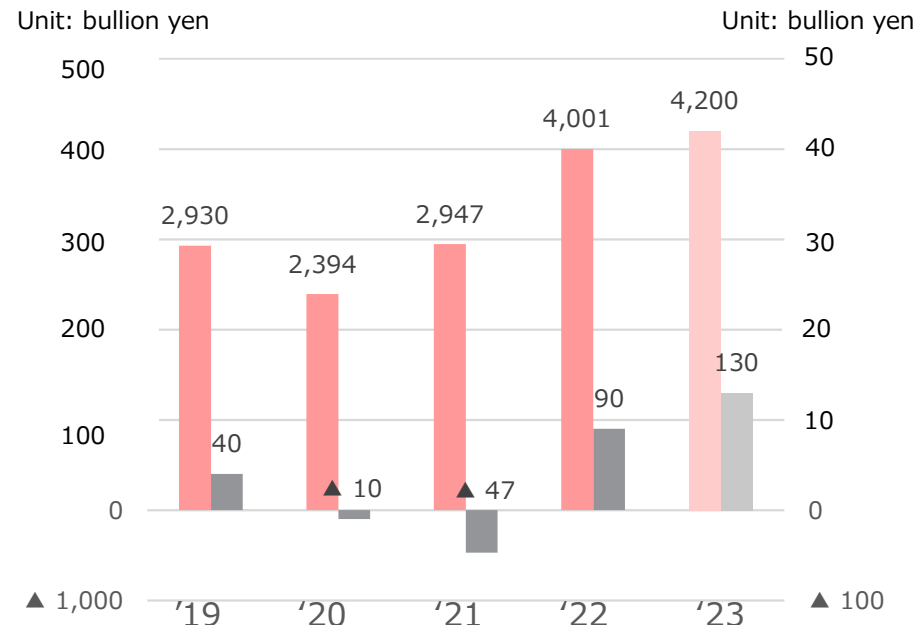
Structural reforms in EU and North America

■ **Steadily Improvement of management structure** in both North America and Europe

■ **Further structural reforms will be carried out in Europe**, where losses are continuing due to a lack of recovery in production numbers

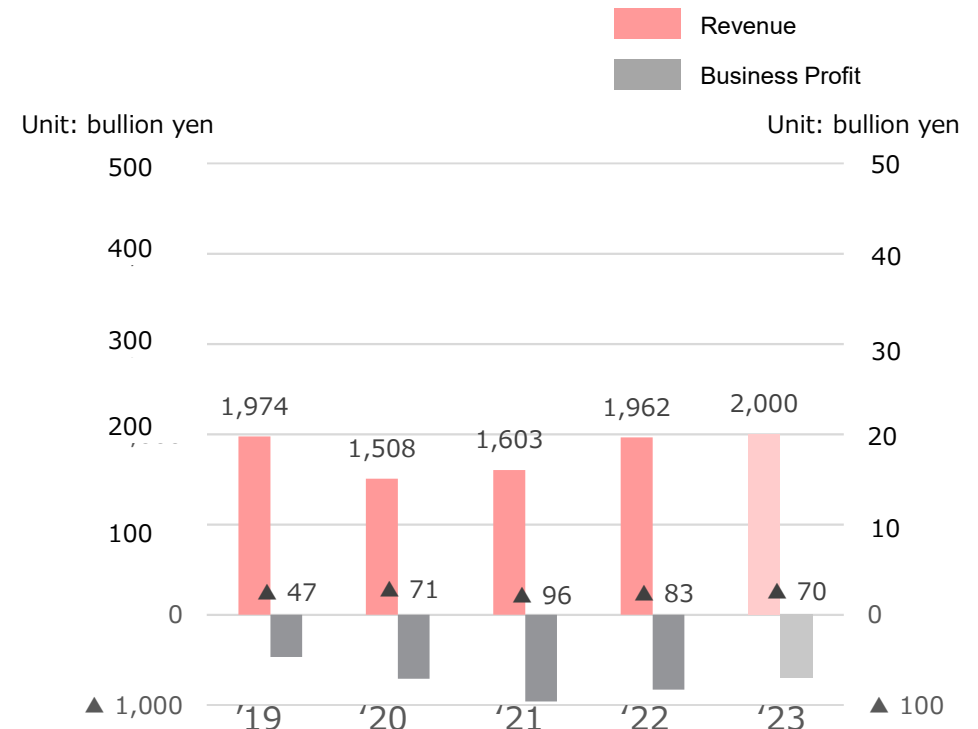
#### North America

- Promoting the passing on of higher costs to sales prices
- By introducing automated and labor-saving lines, we will reduce costs and deal with chronic labor shortages.
- Expanding structural reforms in the Automotive business



#### EU

- Deficit continued due to inflation and declining sales
- Optimize management resources by carrying out further structural reforms





### 3-3) Strengthen management foundation

Strengthening Group Governance

- Shift from “Surgical treatment” to “**Medical treatment**”
- **Improving capital efficiency to increase corporate value**

#### Capital Efficiency

- Strengthen governance in terms of both breadth and depth
- Pursue overall optimization within the group

#### Consolidate Bases

- Reduction of 10 domestic companies and 19 overseas companies in 3 years
- Consolidation will continue after FY2023

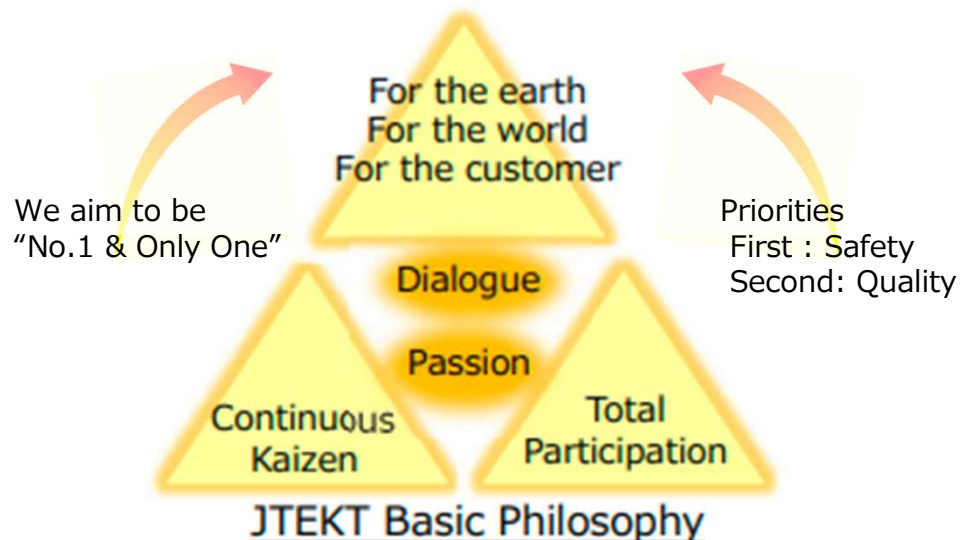
Surgical treatment	<b>FY2021</b> <b>Council for Enhancement of profitability</b>
	<ul style="list-style-type: none"> <li>• Promoting hemostasis activities such as “Eliminate Deficit Models”</li> </ul>
	<b>FY2022</b> <b>Council for Cost reduction</b>
	<ul style="list-style-type: none"> <li>• Monitor cost reduction activities by product, such as “Top 10 Sales Products Productivity Improvement Activities”</li> </ul>
Medical treatment	<b>Future</b>
	<ul style="list-style-type: none"> <li>• Strengthen governance by expanding scope to medium-sized and smaller subsidiaries and affiliates</li> <li>• Group-wide optimization to reduce assets</li> </ul>

Status of base restructuring at subsidiaries and affiliates			
region	Number of companies		
	End of FY2019	End of FY2022	reduction
Japan	38	28	-10
Global	114	95	-19
Total	152	123	-29
<b>Future</b>			
<ul style="list-style-type: none"> <li>• Steady promotion of functional integration and rationalization</li> </ul>			

- **Penetration of "JTEKT's Basic Philosophy"** through Steady Activities (Chinese traditional Treatment)
- Toward a free and open-minded company where people can state what they want and do what they want

### Penetration of the basic philosophy

- We restructured our management philosophy system in April 2023, consolidated and integrated it into the "JTEKT Basic Philosophy".



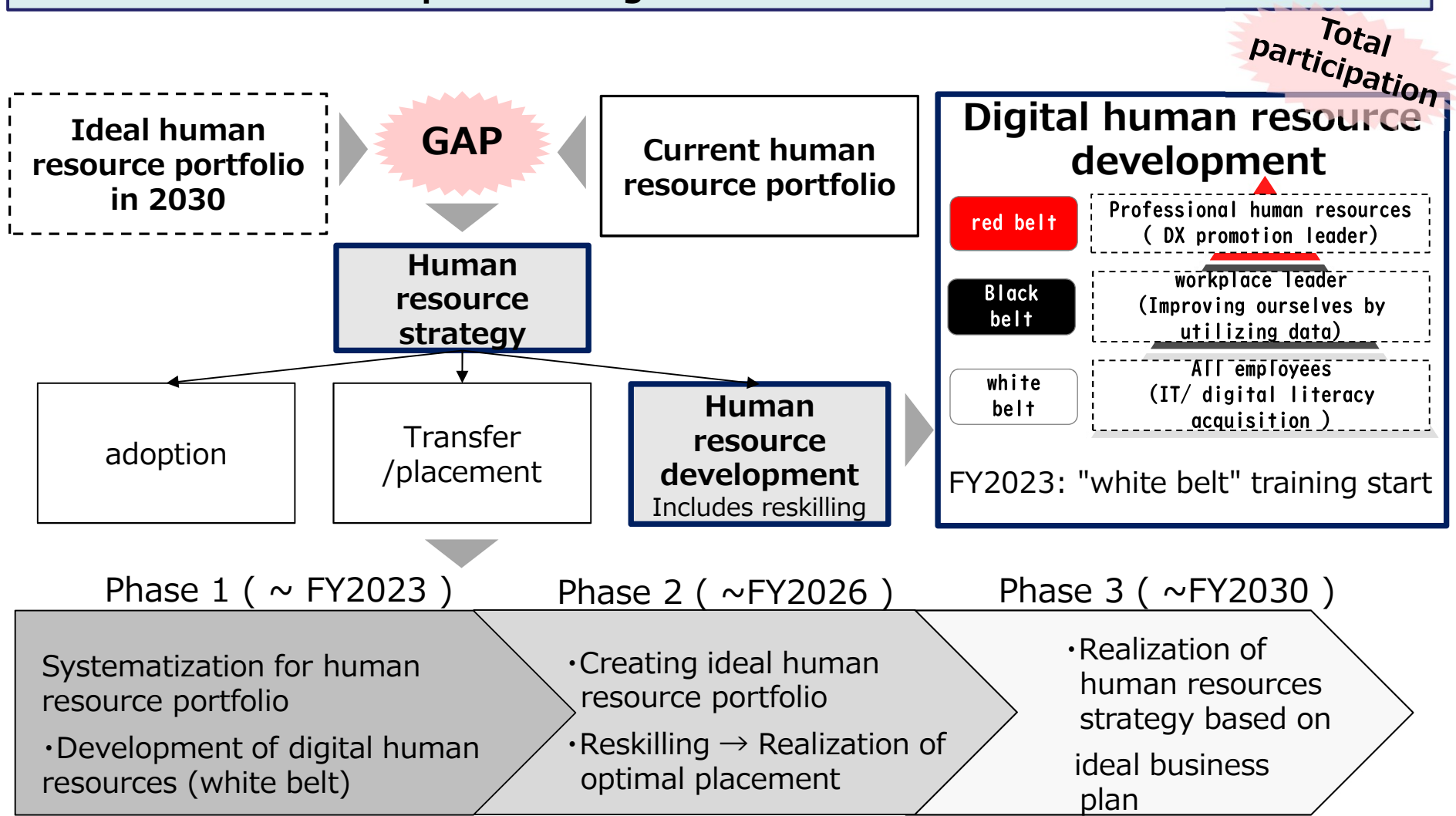
### One JTEKT

- We fostered a sense of group unity through various measures.
  - brand unification
  - Company name change
  - Group unified uniform introduced
  - Group joint initiation ceremony

**Full participation**



- Visualize the human resource portfolio and connect it to human resource strategy and development.
- Promote the development of digital human resources in FY2023



- Continuing to sow new seeds by crossing group seeds with No.1 & Only One as our keyword
- Promoting efforts to solve social issues such as declining birthrate and aging population, depopulation, and food shortages

## Cultivate new business

### Declining birthrate and aging population



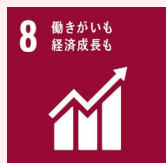
nursing care assist suit



hospital bed Transport assist device



Assistive wheelchair electric assist unit



### Depopulation



technology for drones



### Food shortage



edible crickets

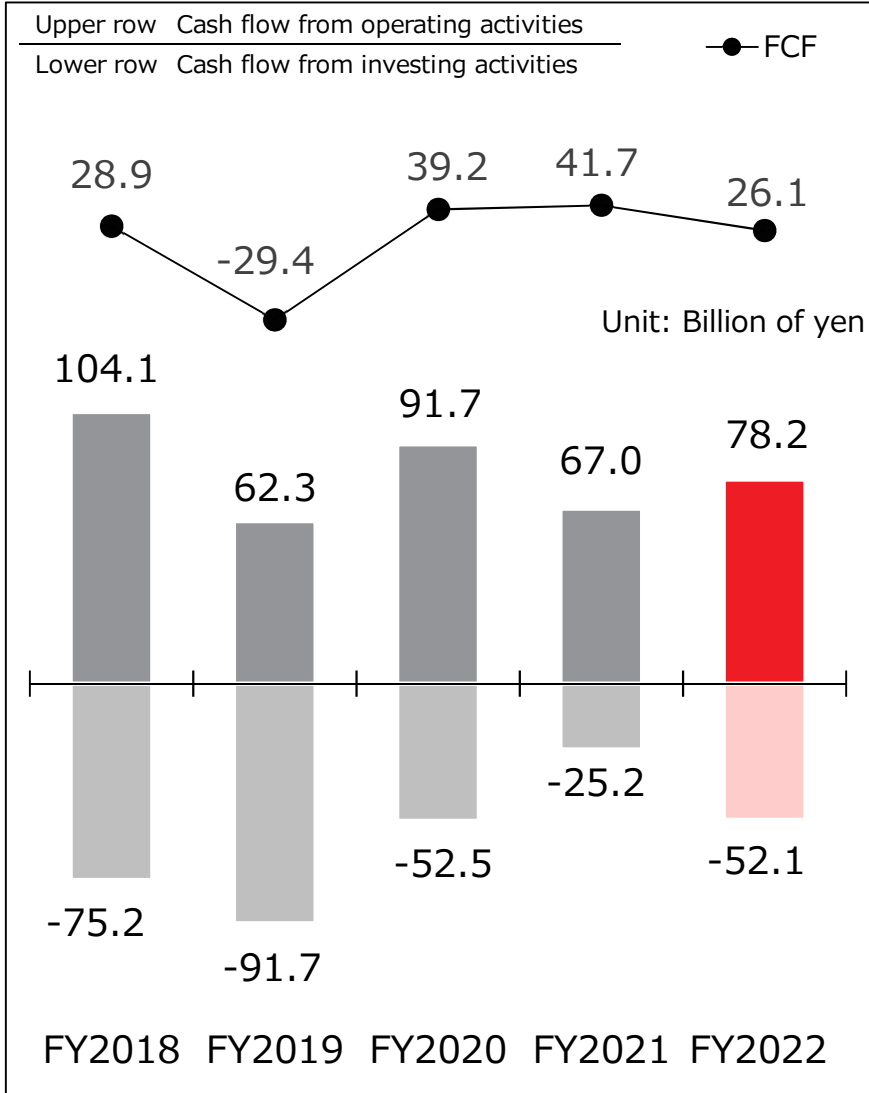


Contribute to society with new businesses that benefit the future earth, the world, and customers

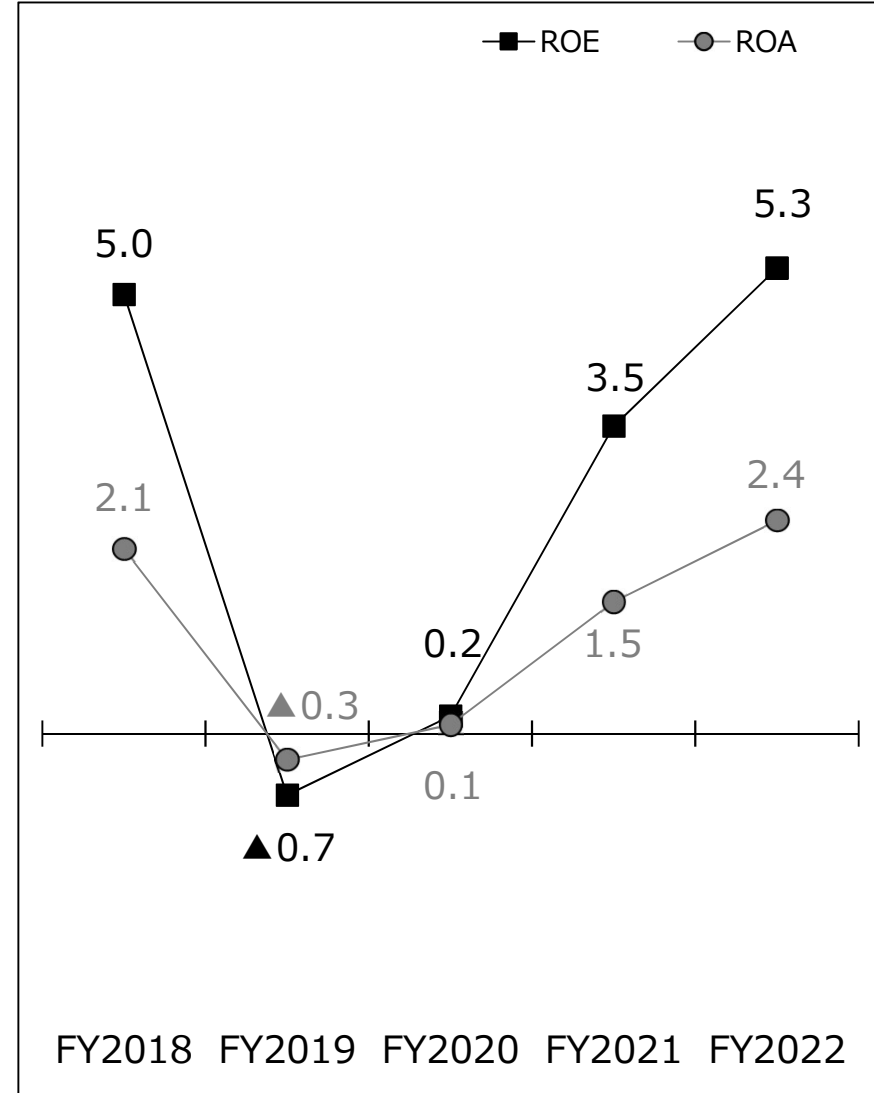
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# 4-1) Management indicators

## Cash Flow statement



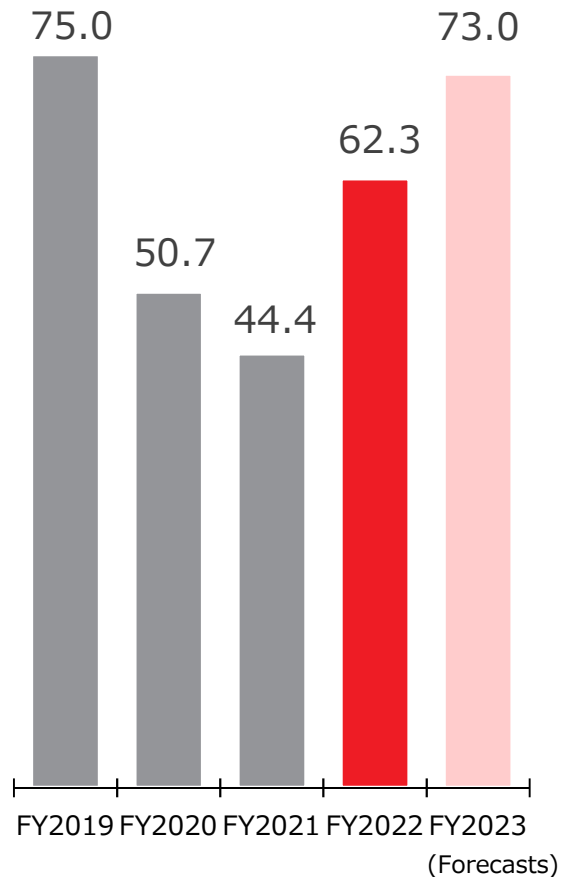
## ROE / ROA



# 4-1) Management indicators

## Capital expenditures

Unit: Billion of yen



## Depreciation and amortization

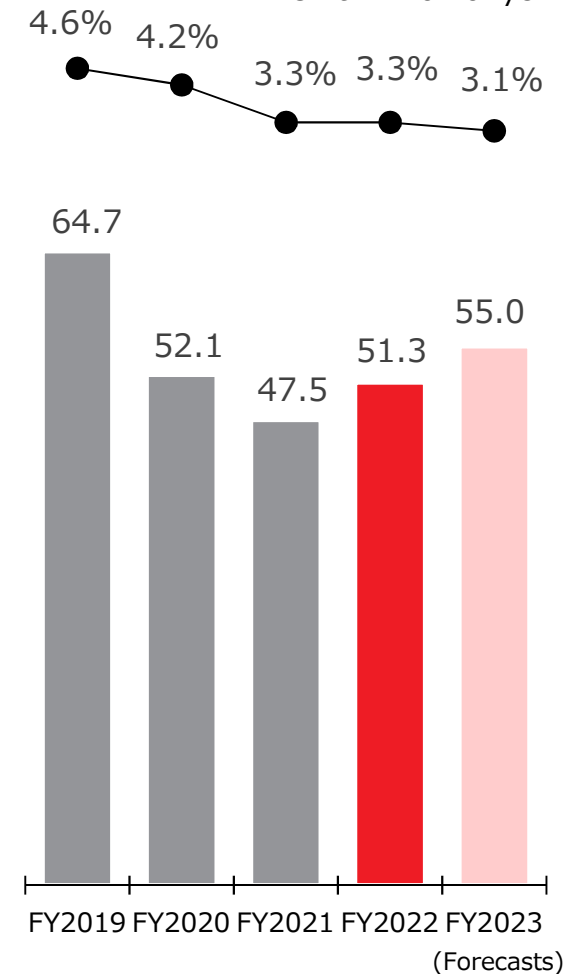
Unit: Billion of yen



## R&D expenses

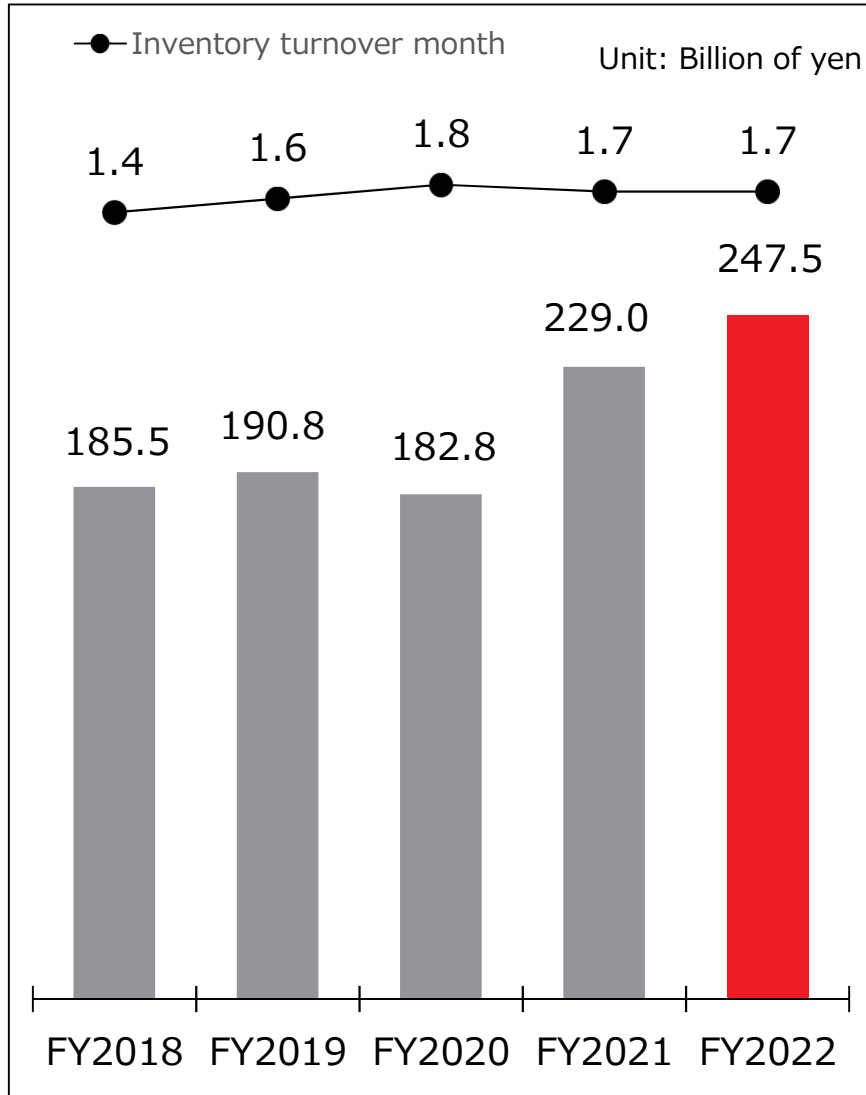
● Ratio to revenue

Unit: Billion of yen

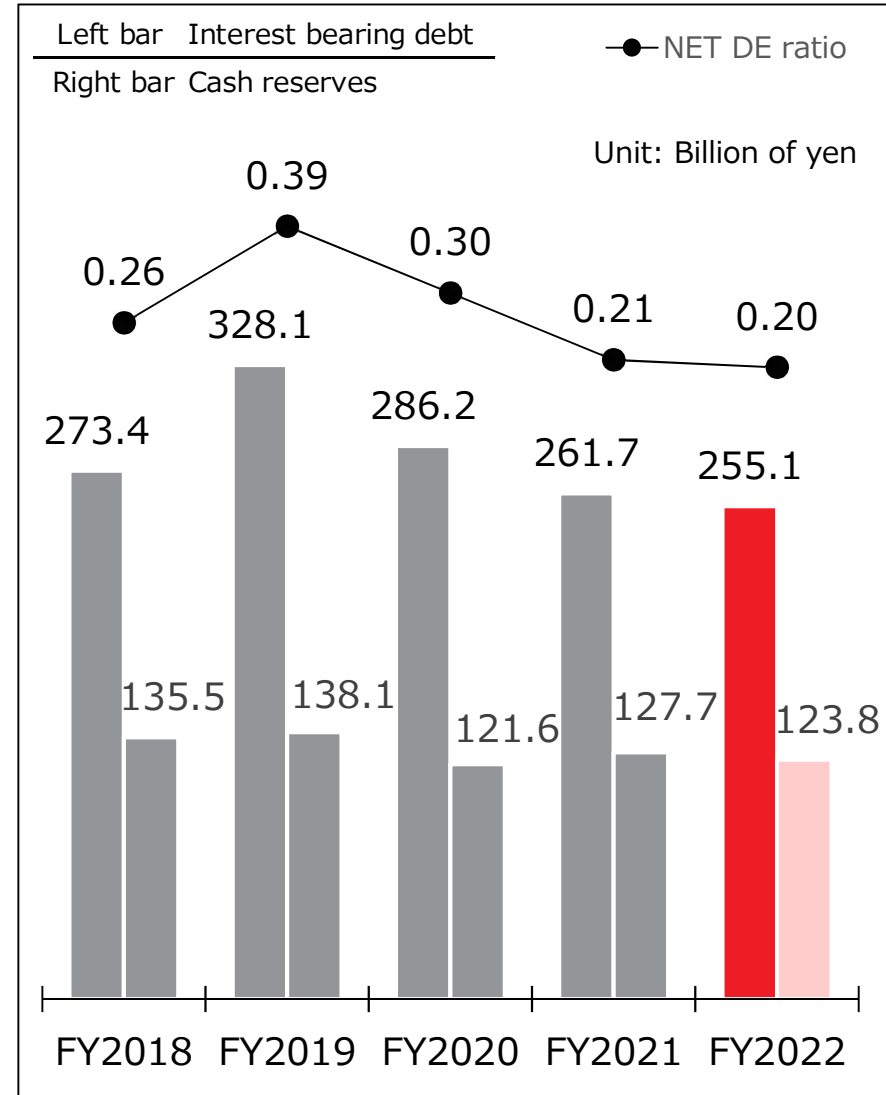


# 4-1) Management indicators

## Inventories



## Interest bearing debt / Cash reserves





## 4-2) Financial statements

### Assets

Unit: Billion of yen

Assets	FY2021	FY2022	Change
Cash and cash equivalents	124.2	<b>123.8</b>	- 0.4
Trade and other receivables	319.0	<b>350.3</b>	+31.2
Inventories	229.0	<b>247.5</b>	+18.5
Other current assets	13.0	<b>13.4</b>	+0.4
Property, plant and equipment	460.0	<b>466.9</b>	+6.9
Other non-current assets	240.9	<b>239.0</b>	- 1.8
<b>Total assets</b>	<b>1,386.4</b>	<b>1,441.3</b>	<b>+54.8</b>

### Liabilities and equity

Unit: Billion of yen

Liabilities and equity	FY2021	FY2022	Change
Trade and other payables	317.6	<b>346.5</b>	+28.9
Interest-Bearing Debt	261.7	<b>255.1</b>	- 6.5
Other current liabilities	31.3	<b>33.6</b>	+2.2
Other non-current liabilities	115.2	<b>105.2</b>	- 10.0
Equity attributable to owners of the parent company	624.0	<b>667.2</b>	+43.2
Non-controlling interests	36.4	<b>33.5</b>	- 2.9
<b>Total liabilities and equity</b>	<b>1,386.4</b>	<b>1,441.3</b>	<b>+54.8</b>

## 4-2) Financial statements

### Consolidated Statement of Profit or Loss

Unit: Billion of yen

	FY2021	FY2022	Change
Revenue	1,428.4	<b>1,678.1</b>	+249.7
Business profit	42.3	<b>62.6</b>	+20.3
Other income / Other costs	-5.9	<b>-13.3</b>	-7.3
Finance income / Finance costs	7.5	<b>6.5</b>	-0.9
Income tax expenses	-20.3	<b>-18.5</b>	+1.7
Non-controlling interests	-2.9	<b>-3.0</b>	-0.1
<b>Profit attributable to owners of parent</b>	20.6	<b>34.2</b>	+13.5

### Consolidated Statement of Cash Flows

Unit: Billion of yen

	FY2021	FY2022	Change
Cash flows from operating activities	67.0	<b>78.2</b>	+11.2
Cash flows from investing activities	-25.2	<b>-52.1</b>	-26.8
<b>Free cash flow</b>	41.7	<b>26.1</b>	-15.6
Cash flows from financing activities	-43.5	<b>-28.7</b>	+14.8
Foreign currency translation adjustments	7.5	<b>2.1</b>	-5.4
Net increase (decrease) in cash and cash equivalents	5.8	<b>-0.4</b>	-6.2
<b>Cash and cash equivalents</b>	124.2	<b>123.8</b>	-0.4

## 4-3) Performance Comparison – FY2022 Results (Region)

Unit: Billion of yen

	Region	FY2021	<b>FY2022</b>	Change		Foreign exchange	<b>FY2022</b>	Change excluding foreign exchange	
Revenue	Japan	582.4	<b>638.4</b>	+55.9	+9.6%	-	638.4	+55.9	+9.6%
	North America	294.7	<b>400.1</b>	+105.3	+35.8%	+68.5	331.5	+36.8	+12.5%
	Europe	160.3	<b>196.2</b>	+35.8	+22.3%	+14.2	181.9	+21.5	+13.4%
	China	181.2	<b>180.3</b>	-0.8	-0.5%	+20.4	159.9	-21.3	-11.8%
	Asia & others	209.5	<b>263.0</b>	+53.4	+25.5%	+28.0	234.9	+25.3	+12.1%
	<b>Total</b>	1,428.4	<b>1,678.1</b>	+249.7	+17.5%	+131.3	1,546.7	+118.3	+8.3%
Business profit	Japan	20.3	<b>28.5</b>	+8.2	+40.6%	+13.7	14.7	-5.5	-27.4%
	North America	-4.7	<b>9.1</b>	+13.8	-%	+0.9	8.2	+12.9	-%
	Europe	-9.6	<b>-8.4</b>	+1.1	-%	-1.2	-7.2	+2.4	-%
	China	16.4	<b>14.4</b>	-2.0	-12.2%	+2.4	11.9	-4.4	-27.2%
	Asia & others	21.4	<b>25.3</b>	+3.9	+18.2%	+1.8	23.4	+2.0	+9.4%
	Elimination	-1.4	<b>-6.3</b>	-4.9	-%	+0.0	-6.3	-4.9	-%
<b>Total</b>	42.3	<b>62.6</b>	+20.3	+48.0%	+17.8	44.8	+2.4	+5.8%	

# 4-3) Performance Comparison – FY2022 Results (Business unit)

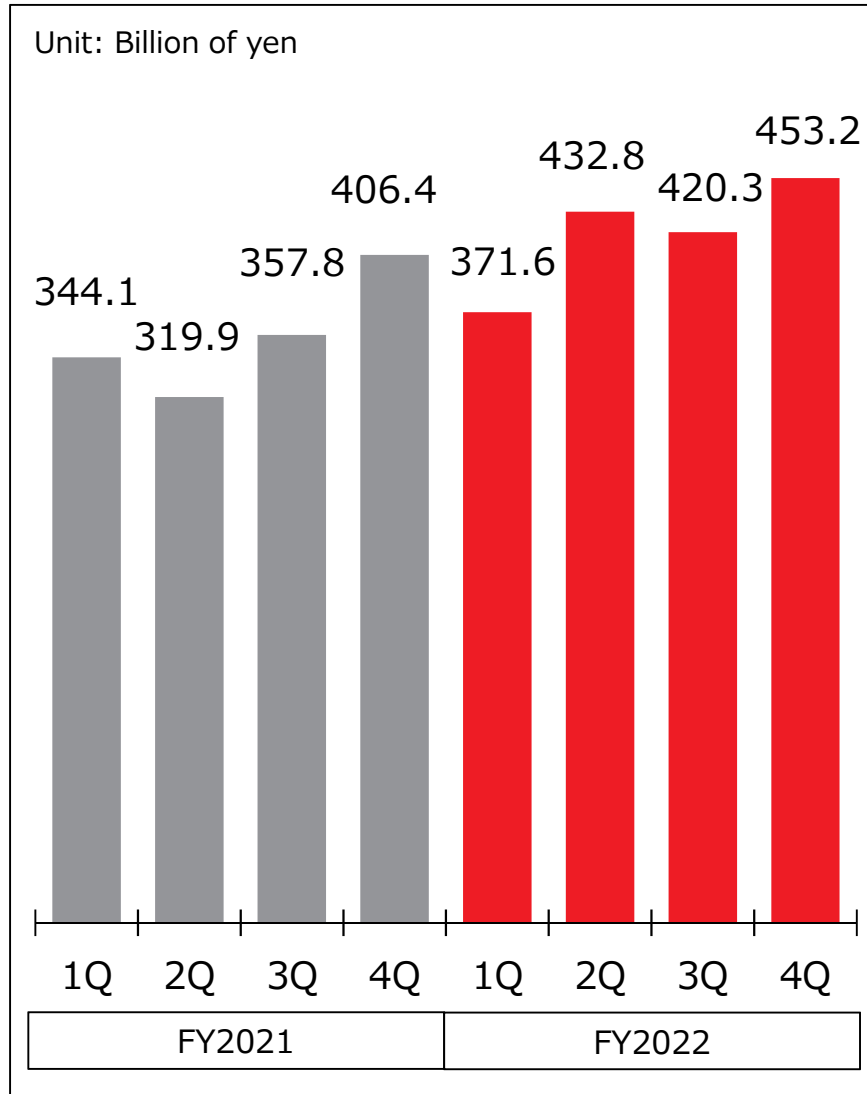


Unit: Billion of yen

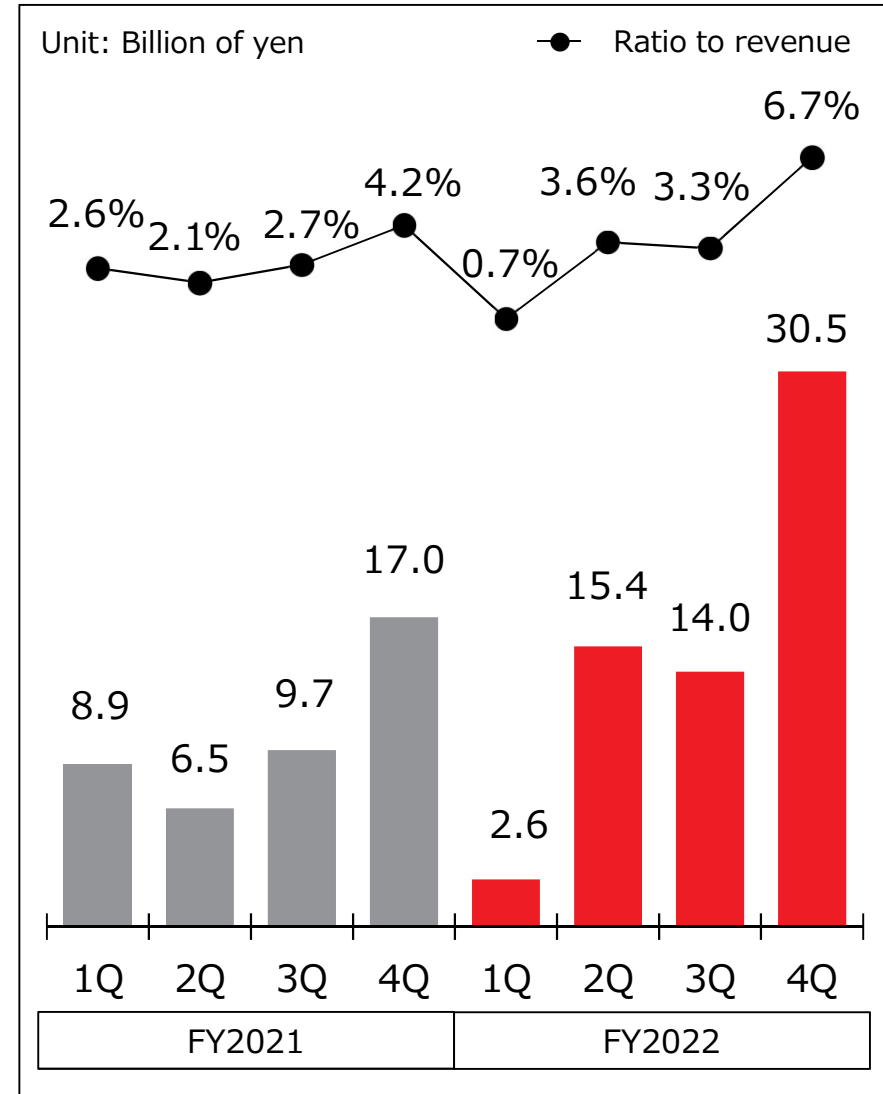
Business	FY2021	FY2022	Change		Foreign exchange	FY2022	Change excluding foreign exchange			
Revenue	Steering	690.3	<b>806.2</b>	+115.9	+16.8%	+72.7	733.5	+43.2	+6.3%	
	Drivelines	275.0	<b>336.3</b>	+61.3	+22.3%	+17.7	318.6	+43.5	+15.8%	
	Automotive	965.3	<b>1,142.6</b>	+177.3	+18.4%	+90.5	1,052.1	+86.7	+9.0%	
	Industrial & Bearings	311.5	<b>351.5</b>	+39.9	+12.8%	+24.2	327.2	+15.6	+5.0%	
	Machine tools	149.4	<b>181.8</b>	+32.3	+21.7%	+16.5	165.3	+15.8	+10.6%	
	Others	2.0	<b>2.1</b>	-0.0	+4.8%	+0.0	2.1	-0.0	+4.8%	
	Machine tools	151.4	<b>183.9</b>	+32.4	+21.4%	+16.5	167.4	+15.9	+10.5%	
	<b>Total</b>	1,428.4	<b>1,678.1</b>	+249.7	+17.5%	+131.3	1,546.7	+118.3	+8.3%	
	Business profit	Steering	8.4	<b>22.6</b>	+14.1	+167.2%	+5.2	17.4	+8.9	+105.7%
		Drivelines	6.2	<b>8.3</b>	+2.0	+32.3%	+1.6	6.7	+0.4	+6.7%
Automotive		14.7	<b>30.9</b>	+16.2	+109.7%	+6.8	24.1	+9.3	+63.6%	
Bearing		16.3	<b>17.0</b>	+0.6	+4.0%	+7.7	9.2	-7.1	-43.3%	
Machine tools		12.0	<b>16.2</b>	+4.2	+35.5%	+3.2	13.0	+1.0	+8.4%	
Others		-2.0	<b>-2.5</b>	-0.4	-%	+0.0	-2.5	-0.4	-%	
Machine tools		9.9	<b>13.7</b>	+3.8	+38.5%	+3.2	10.4	+0.5	+5.4%	
Elimination		1.2	<b>0.8</b>	-0.3	-30.2%	+0.0	0.8	-0.3	-30.2%	
<b>Total</b>		42.3	<b>62.6</b>	+20.3	+48.0%	+17.8	44.8	+2.4	+5.8%	

# 4-4) Quarterly Result Trend

### Revenue

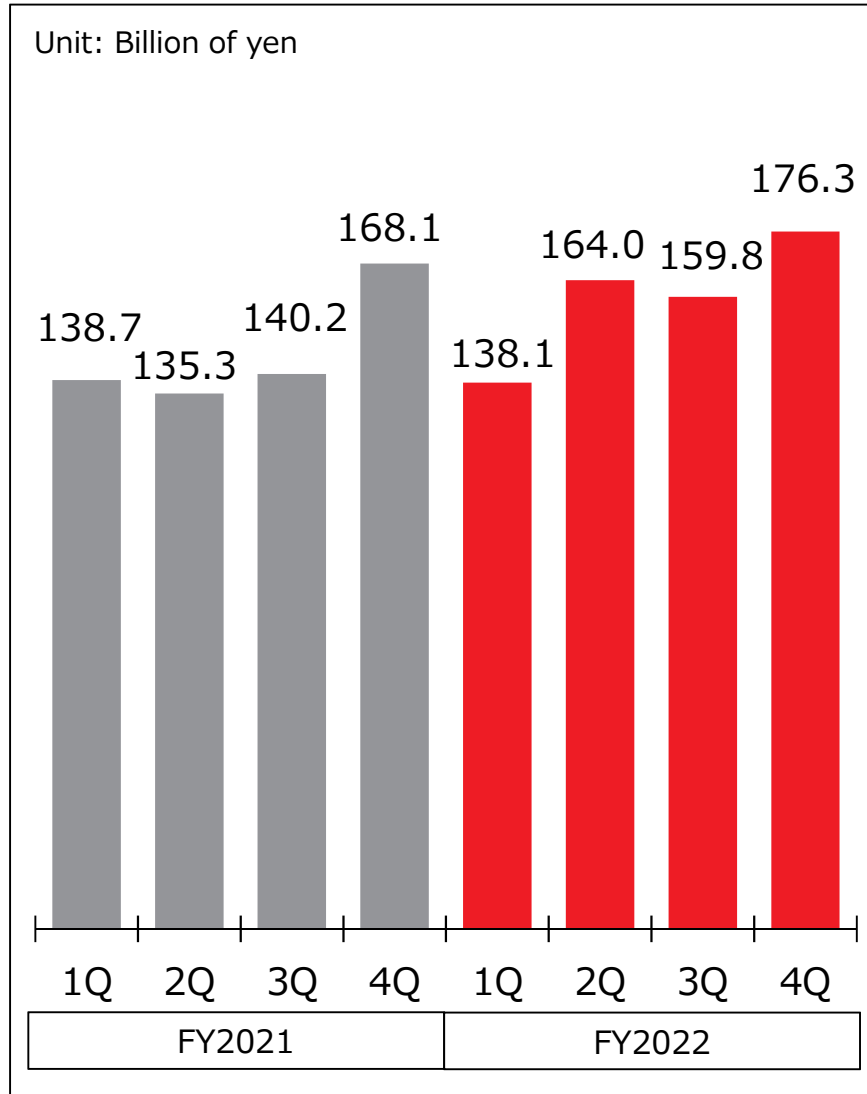


### Business profit

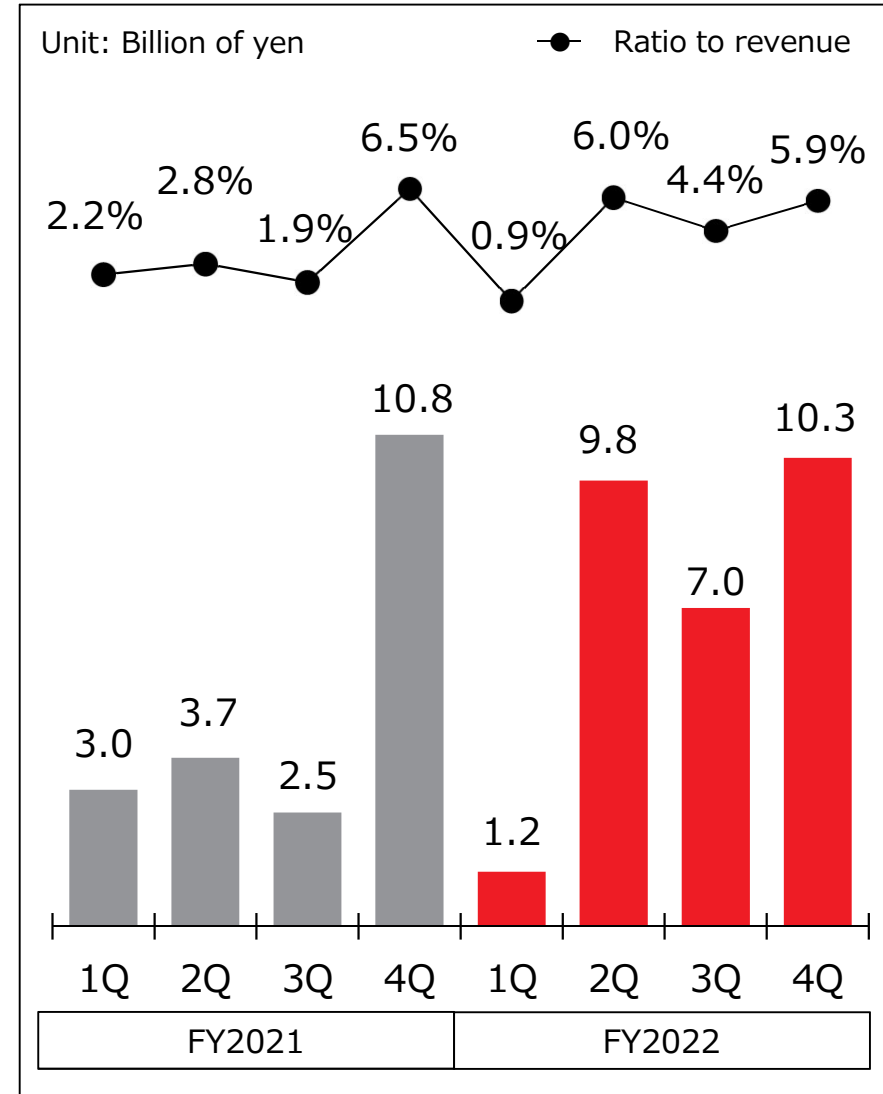


# 4-4) Quarterly Result Trend - Japan

**Revenue**

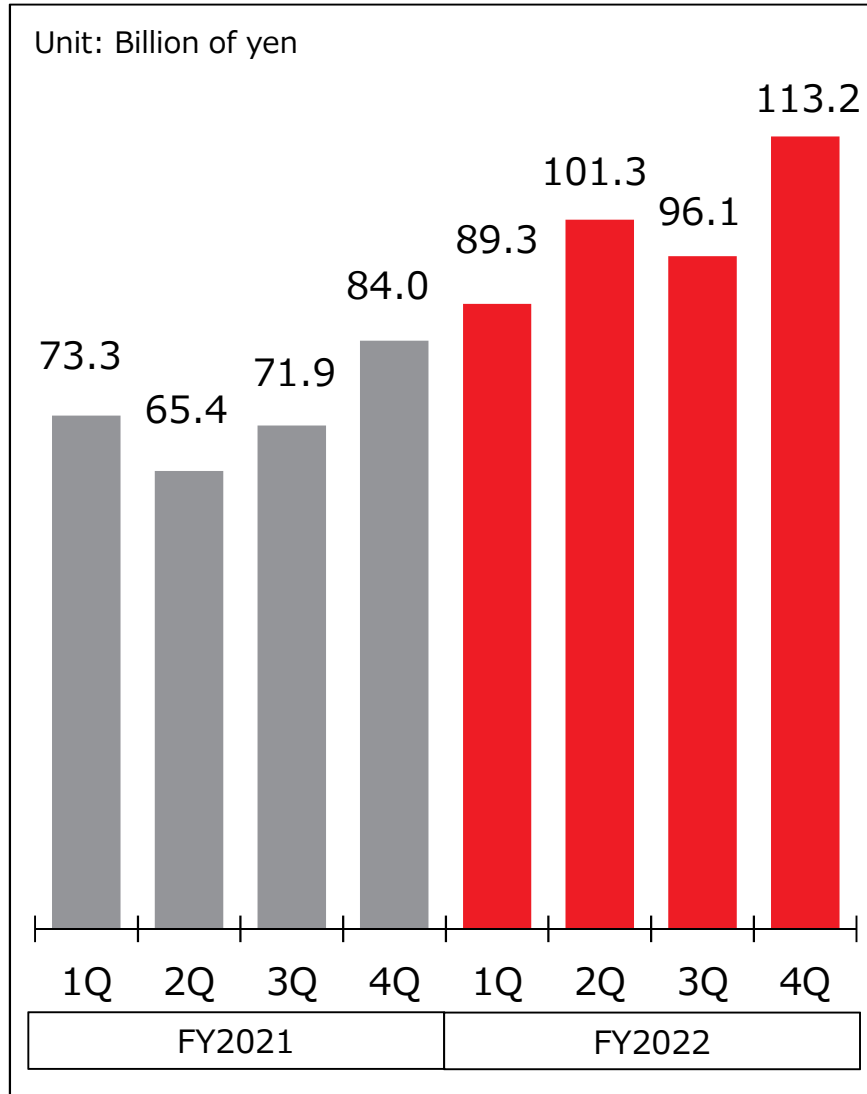


**Business profit**

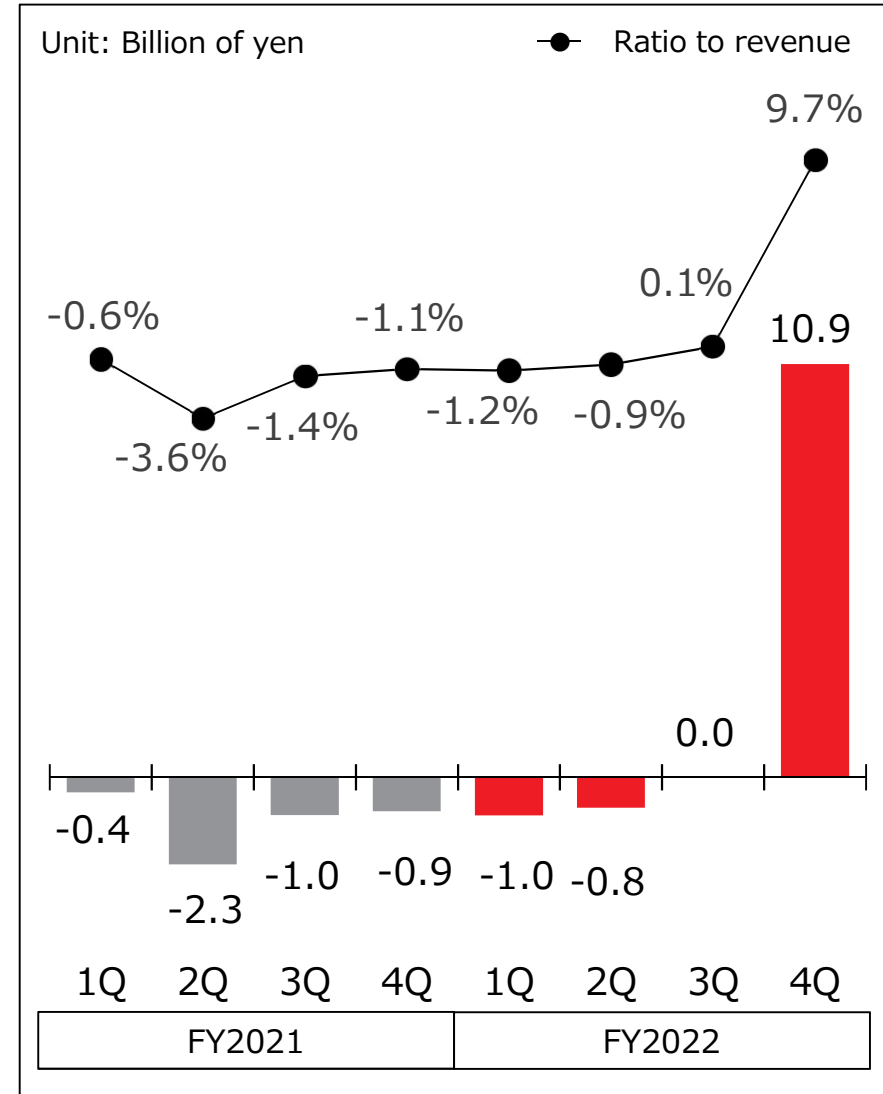


# 4-4) Quarterly Result Trend - North America

### Revenue

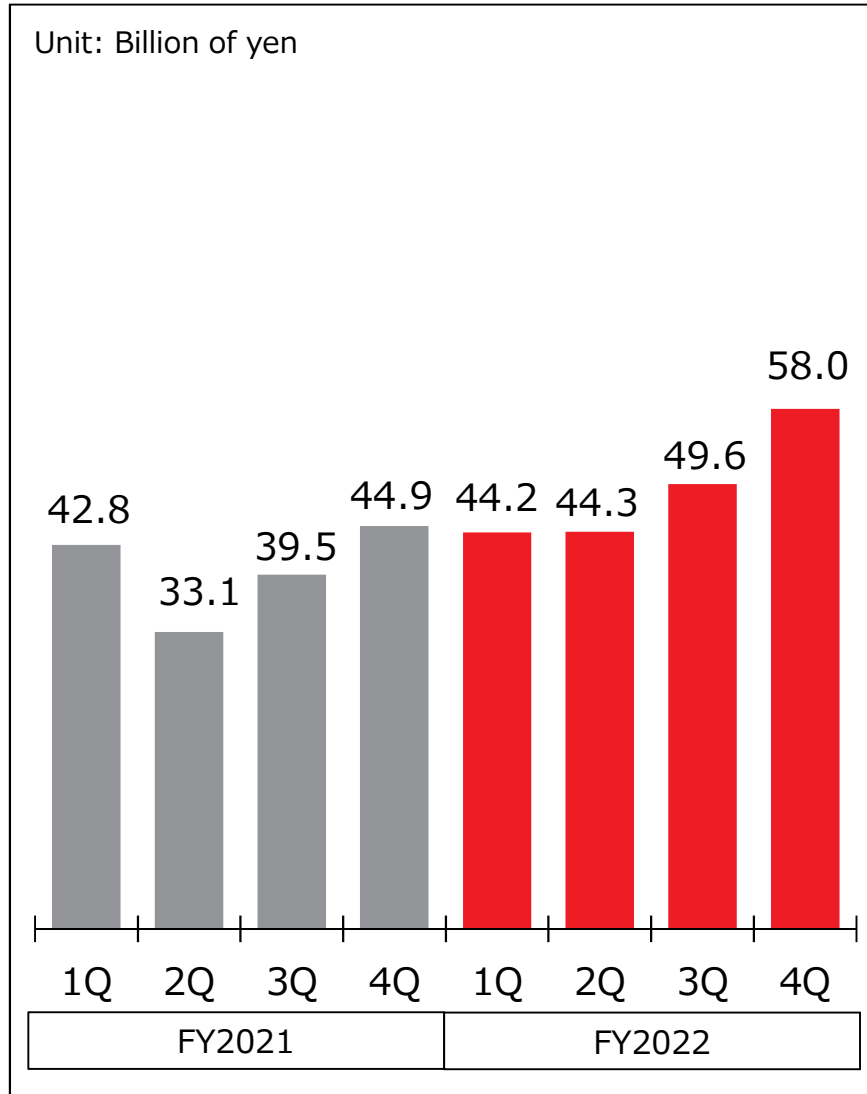


### Business profit

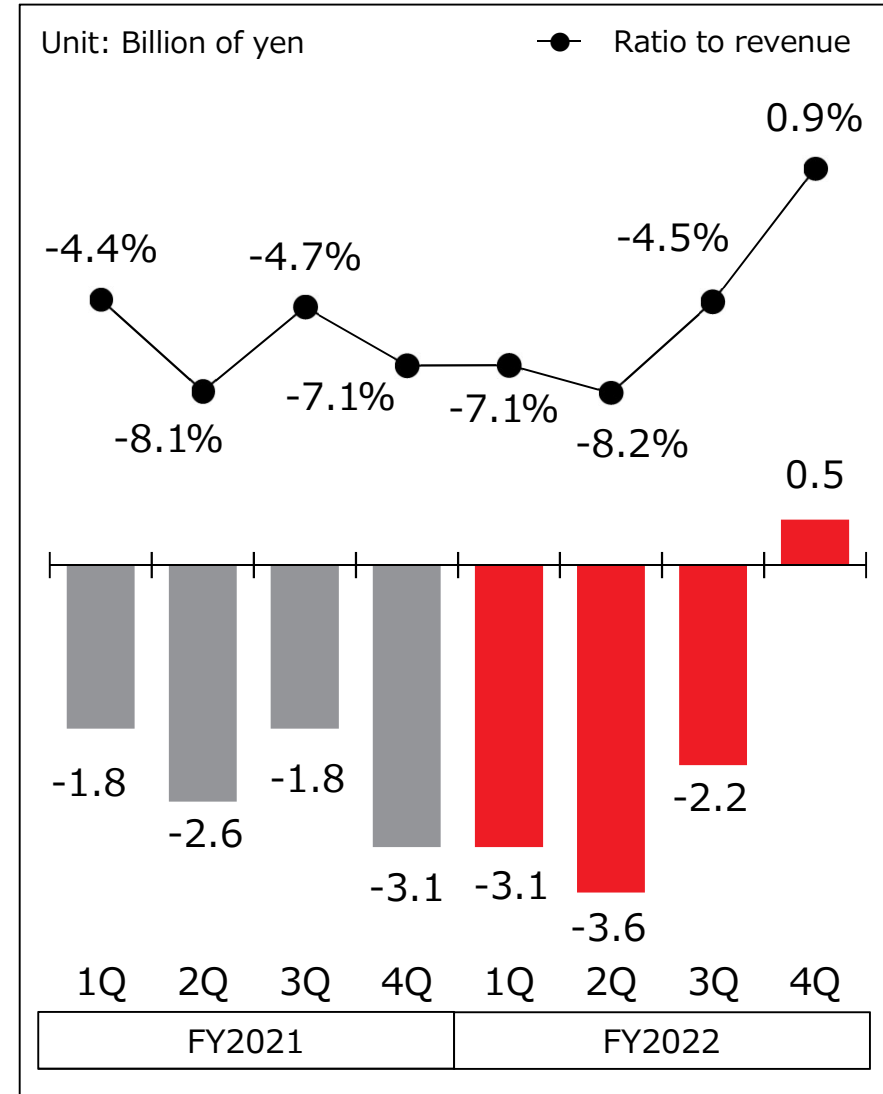


# 4-4) Quarterly Result Trend - Europe

## Revenue



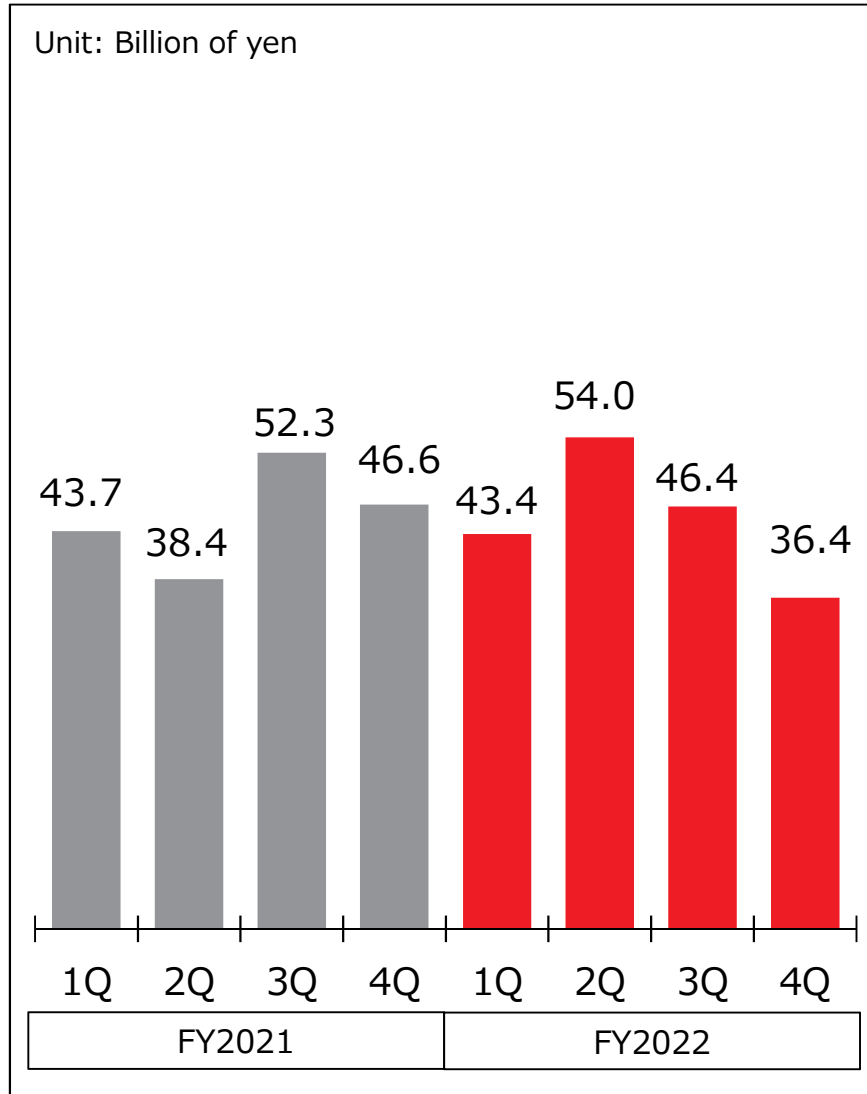
## Business profit



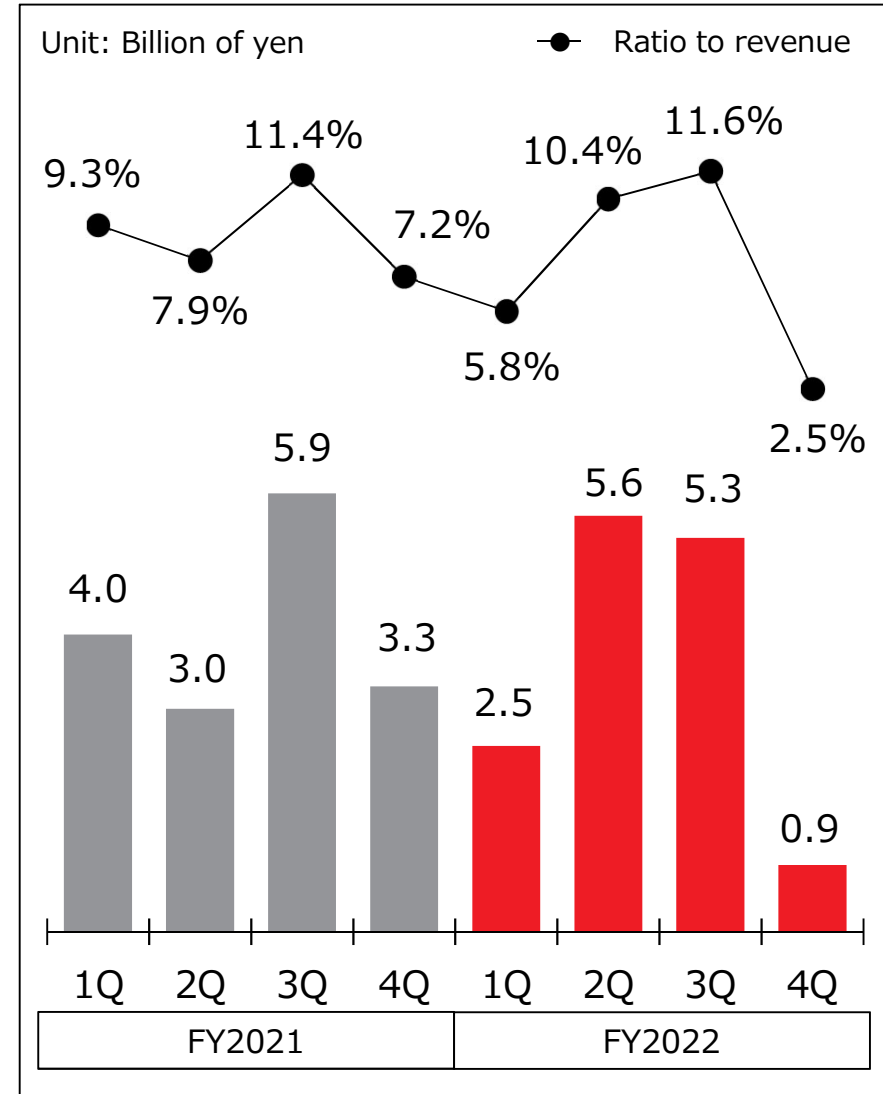


# 4-4) Quarterly Result Trend - China

## Revenue

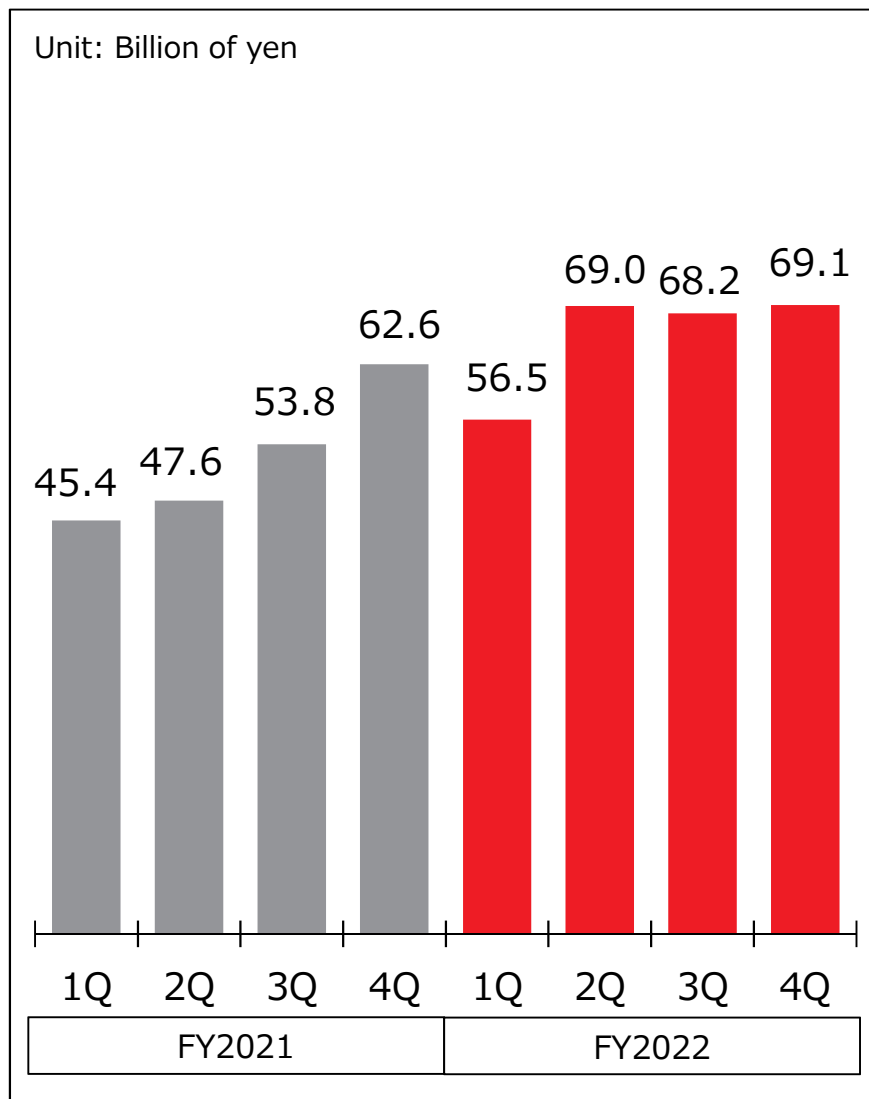


## Business profit

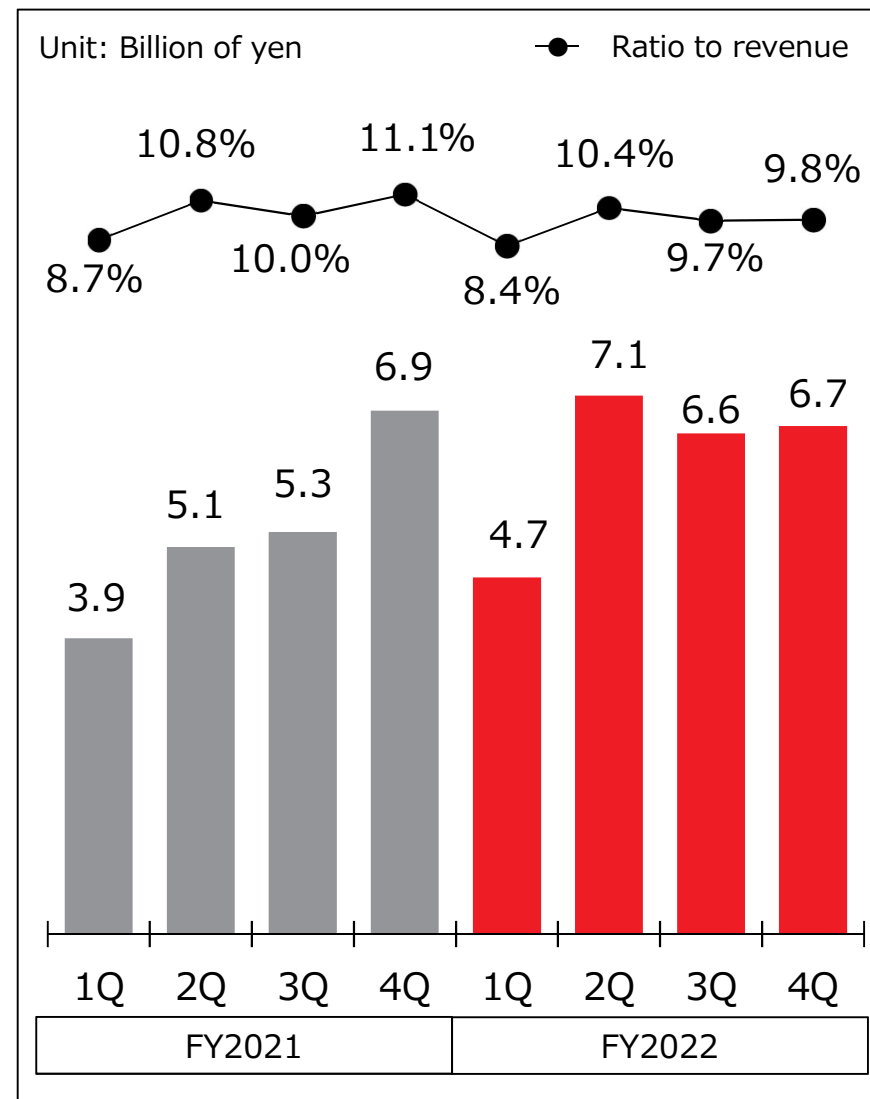


# 4-4) Quarterly Result Trend - Asia & Others

## Revenue



## Business profit

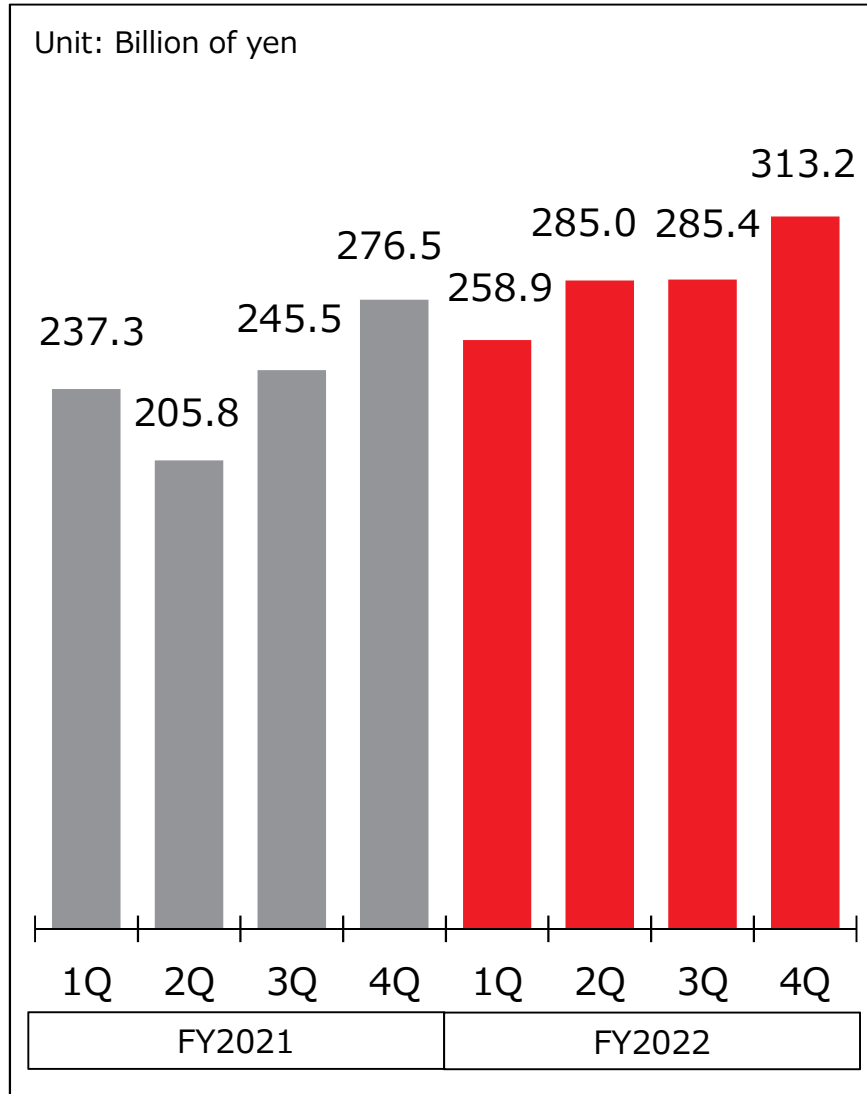


# 4-4) Quarterly Result Trend - Automotive

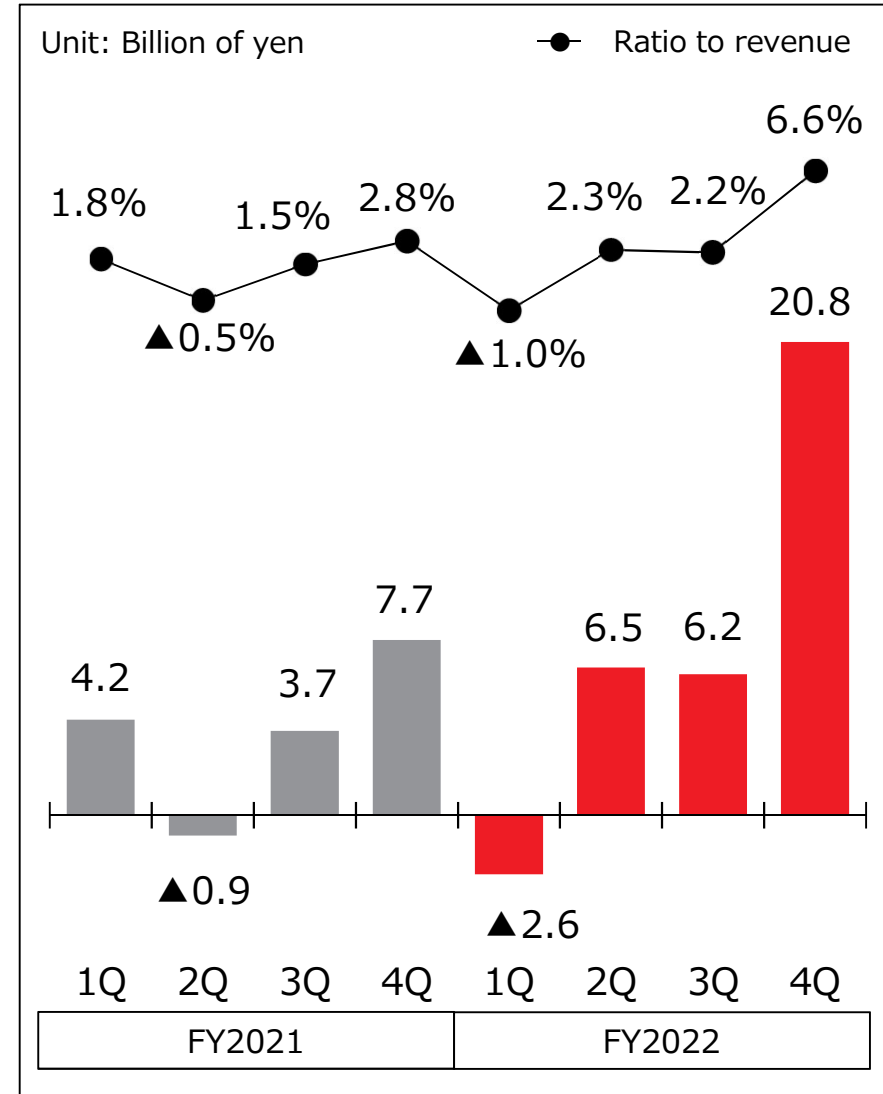
(Steering + Drivelines)



## Revenue

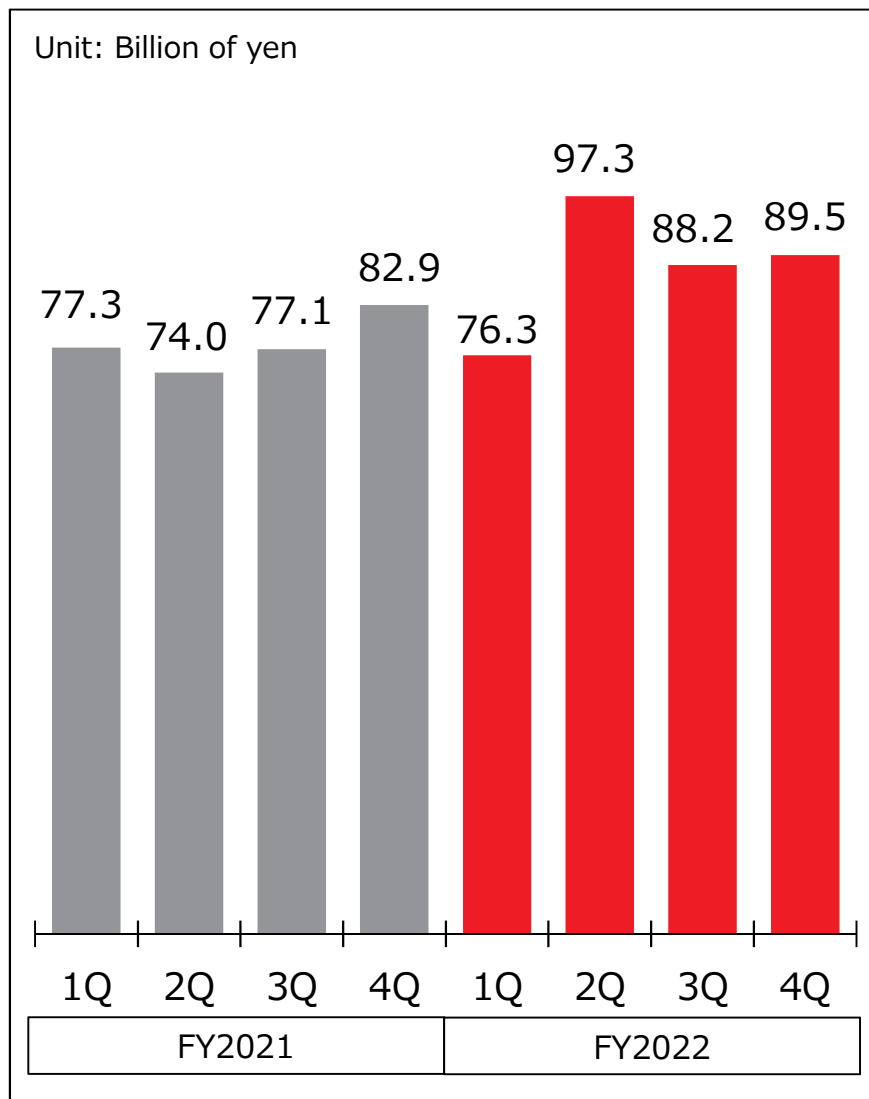


## Business profit

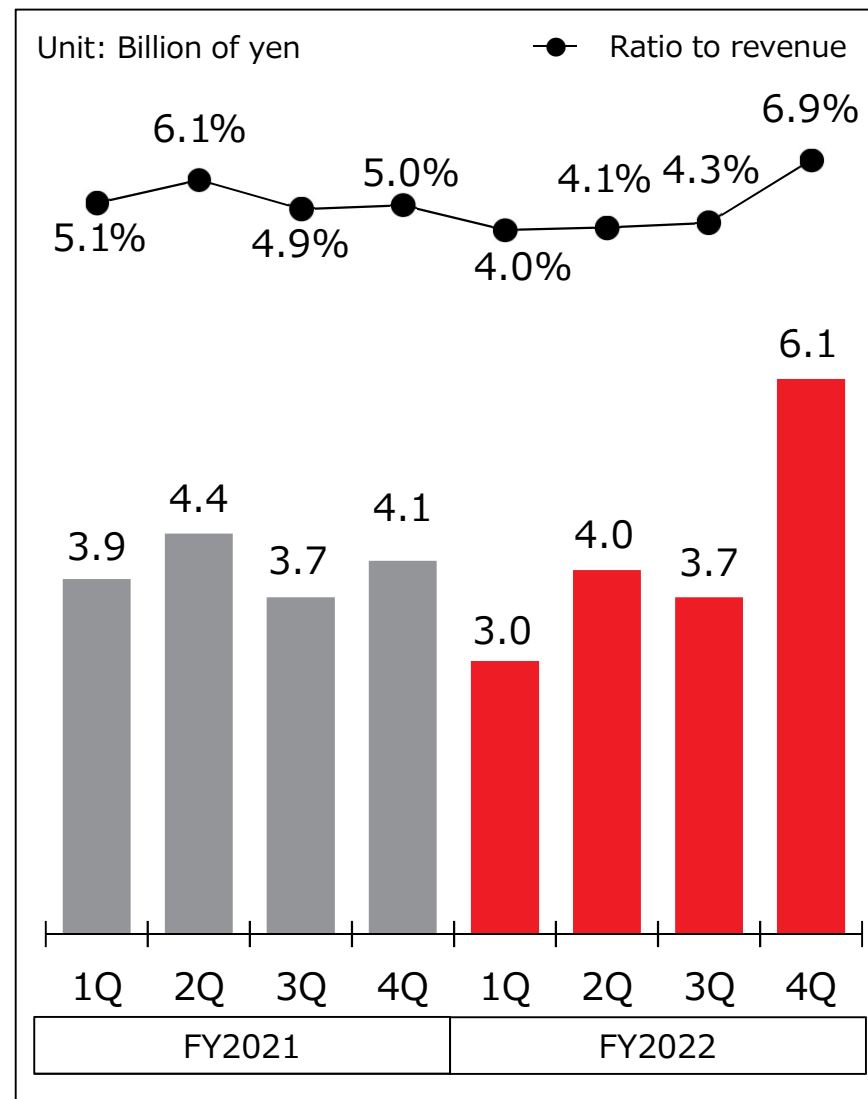


# 4-4) Quarterly Result Trend - Industrial & Bearings **JTEKT** 44

## Revenue



## Business profit

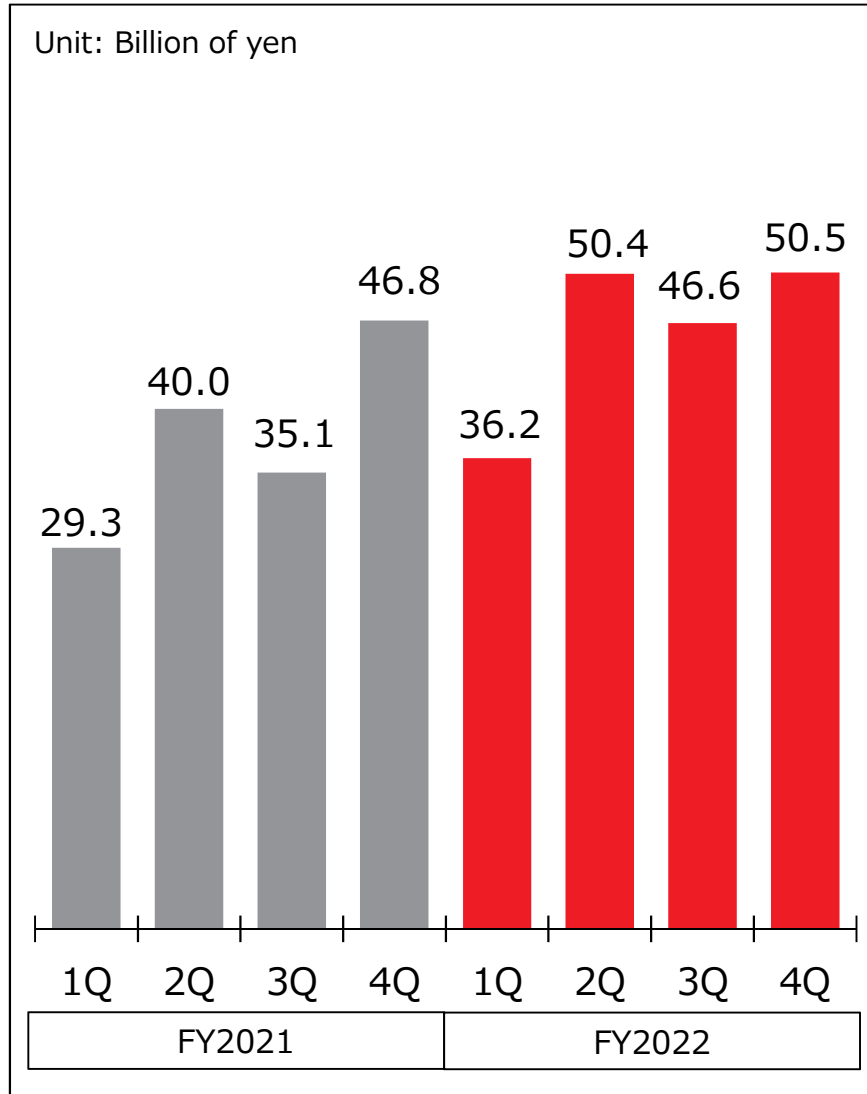


# 4-4) Quarterly Result Trend - Machine tools

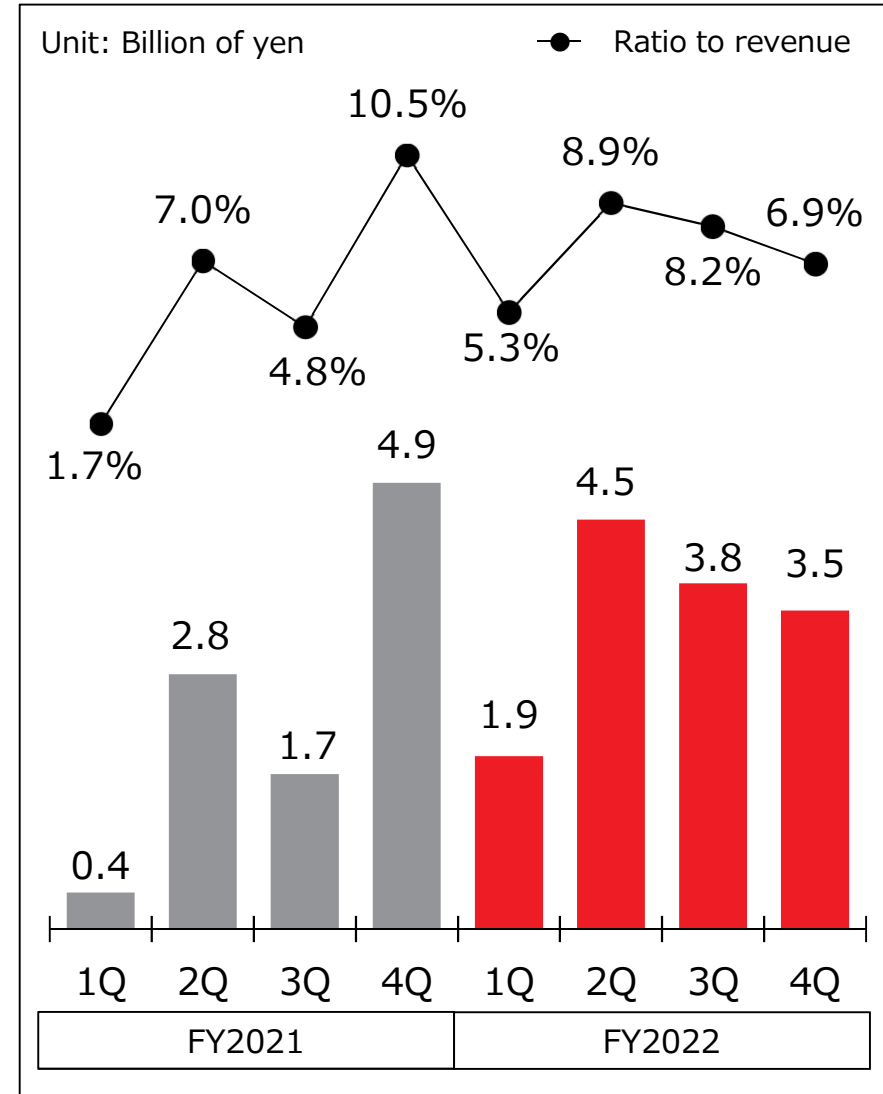
(Machine tools & others)



## Revenue

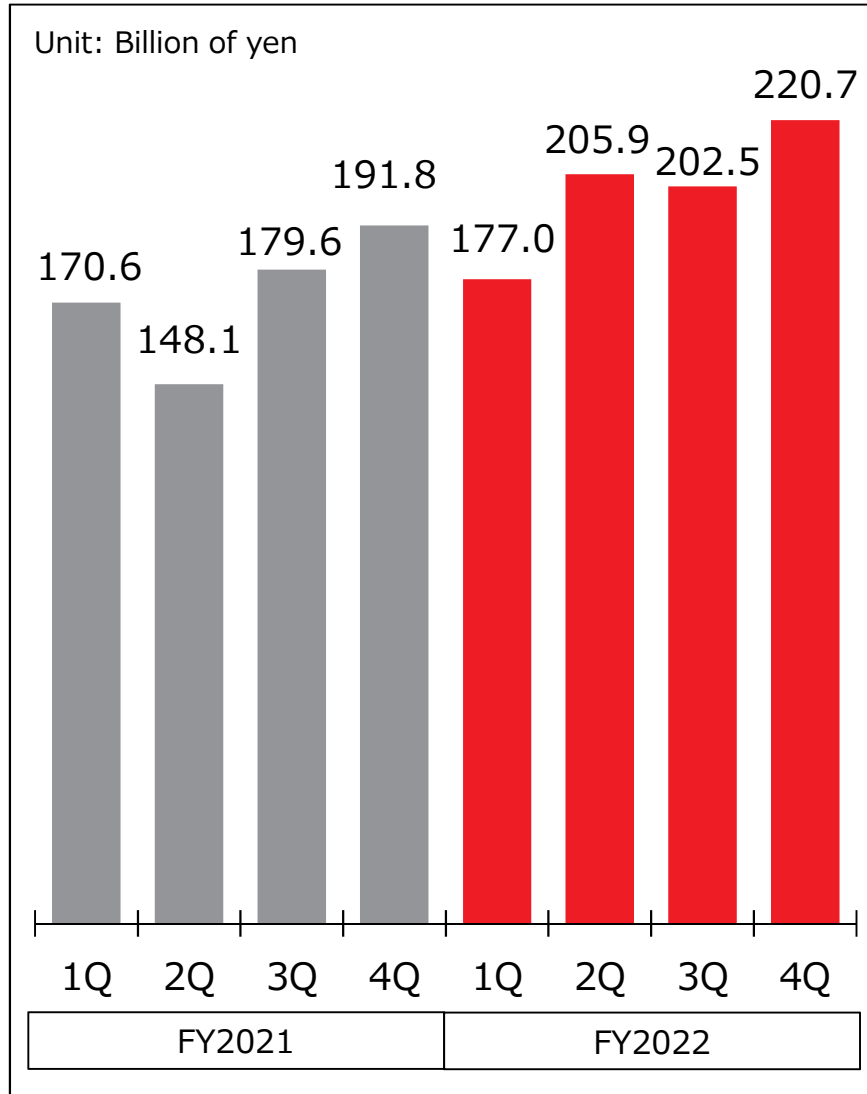


## Business profit

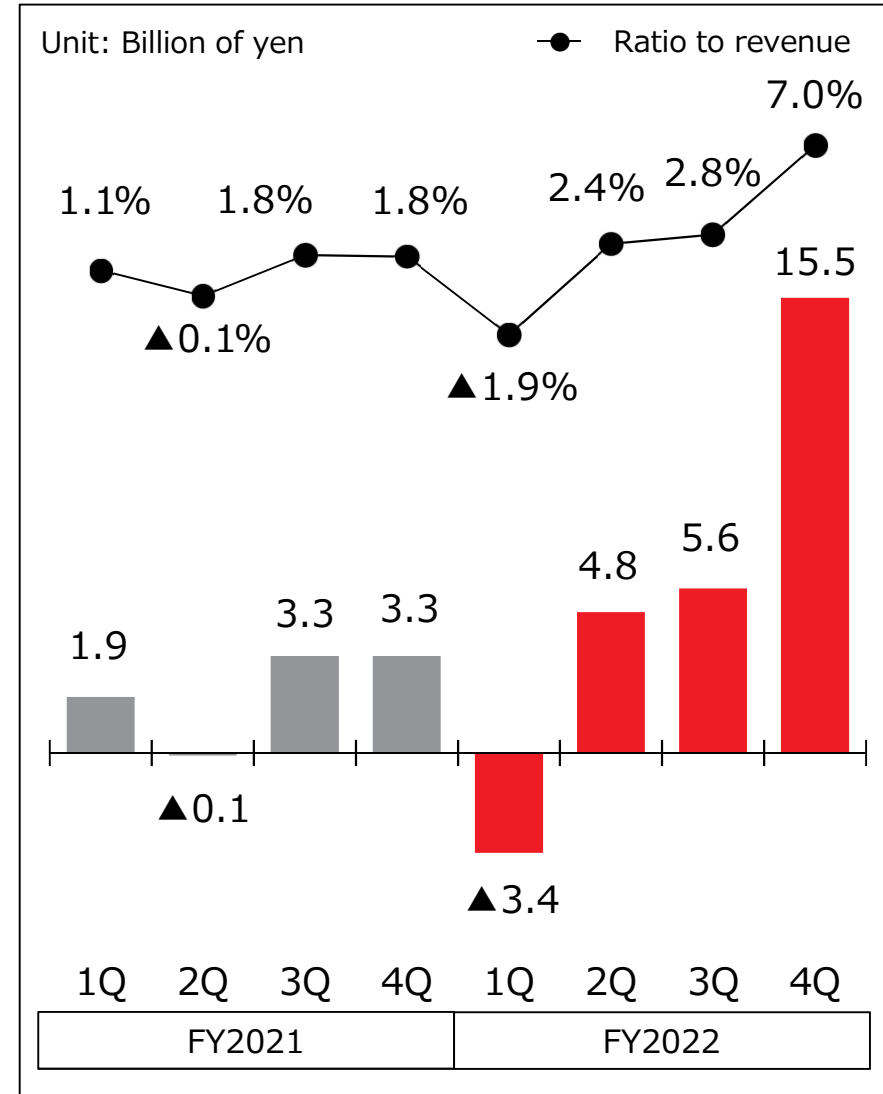


# 4-4) Quarterly Result Trend - Steering

### Revenue

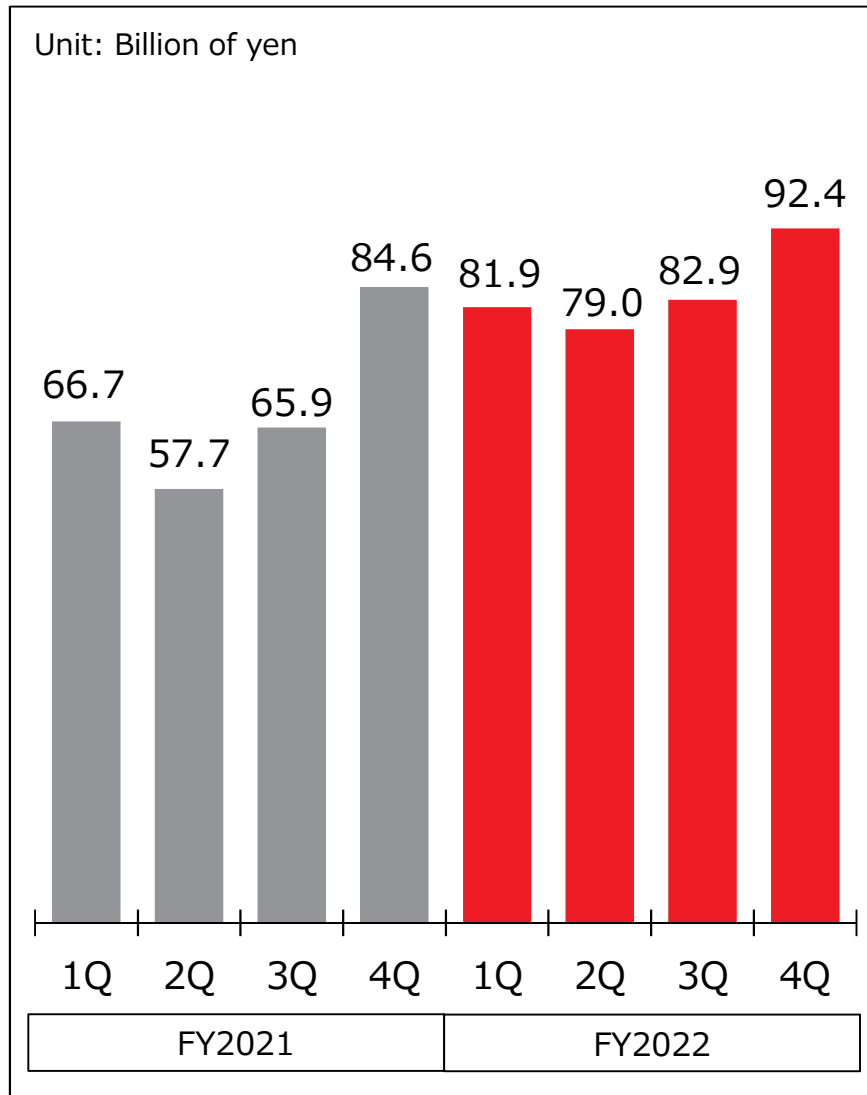


### Business profit

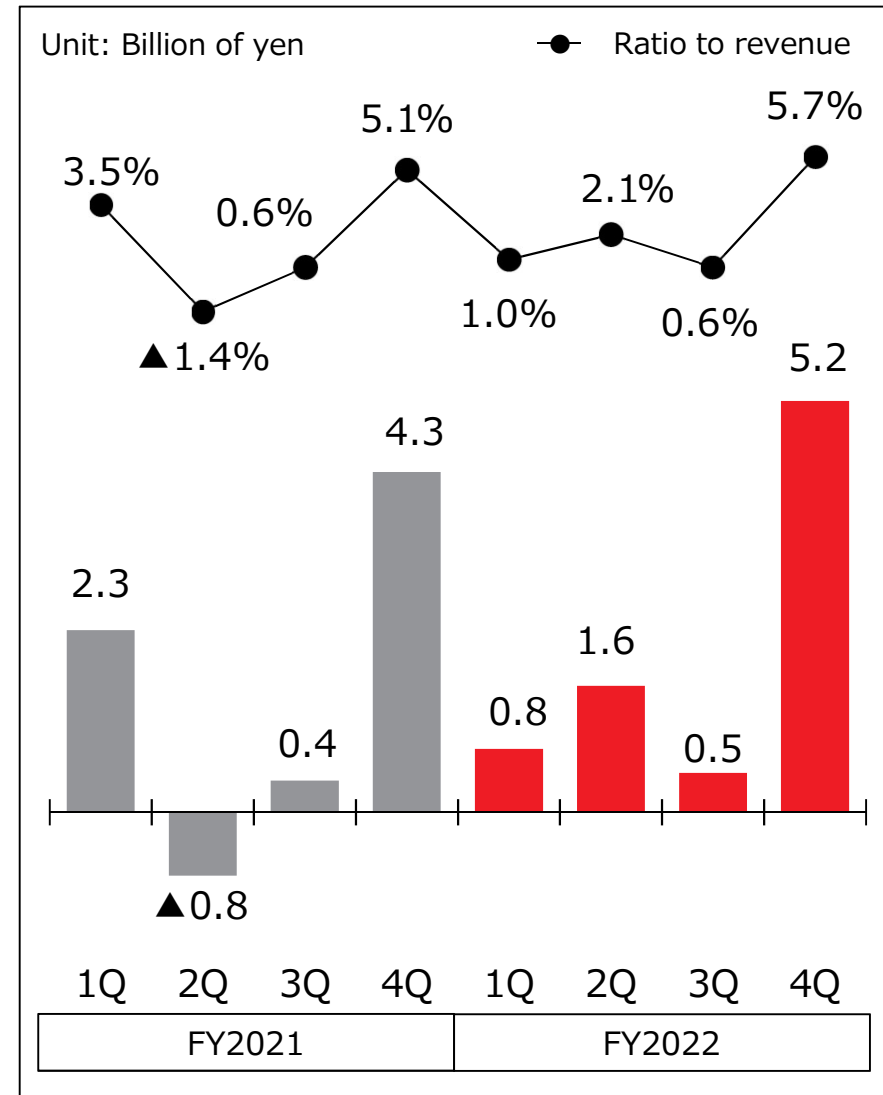


# 4-4) Quarterly Result Trend - Drivelines

## Revenue

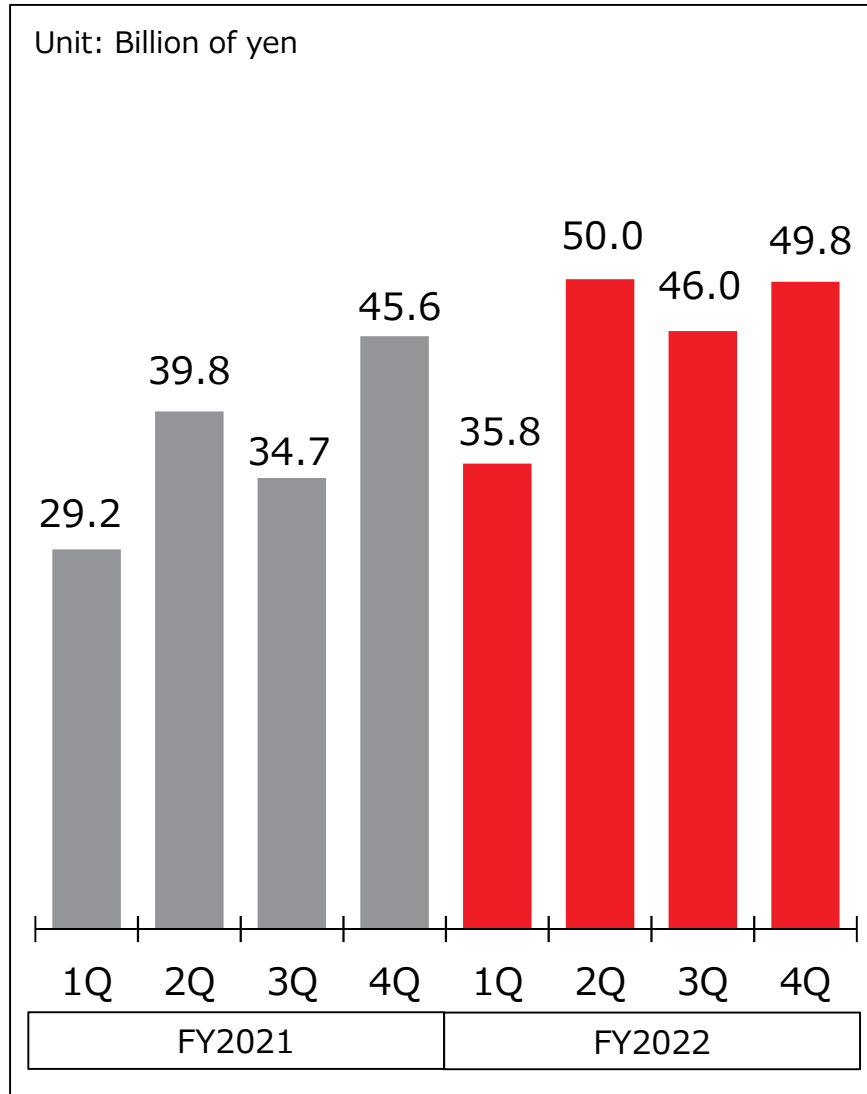


## Business profit

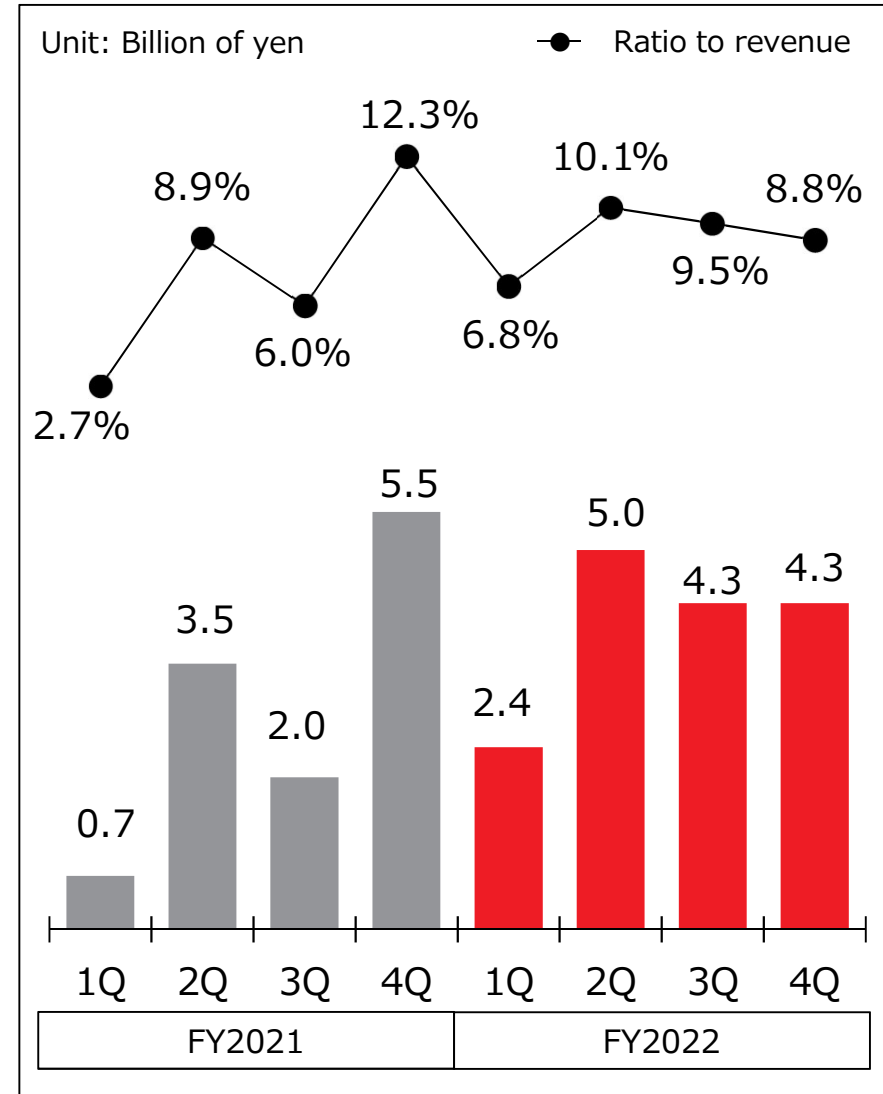


# 4-4) Quarterly Result Trend - Machine tools (Others excluded)

## Revenue

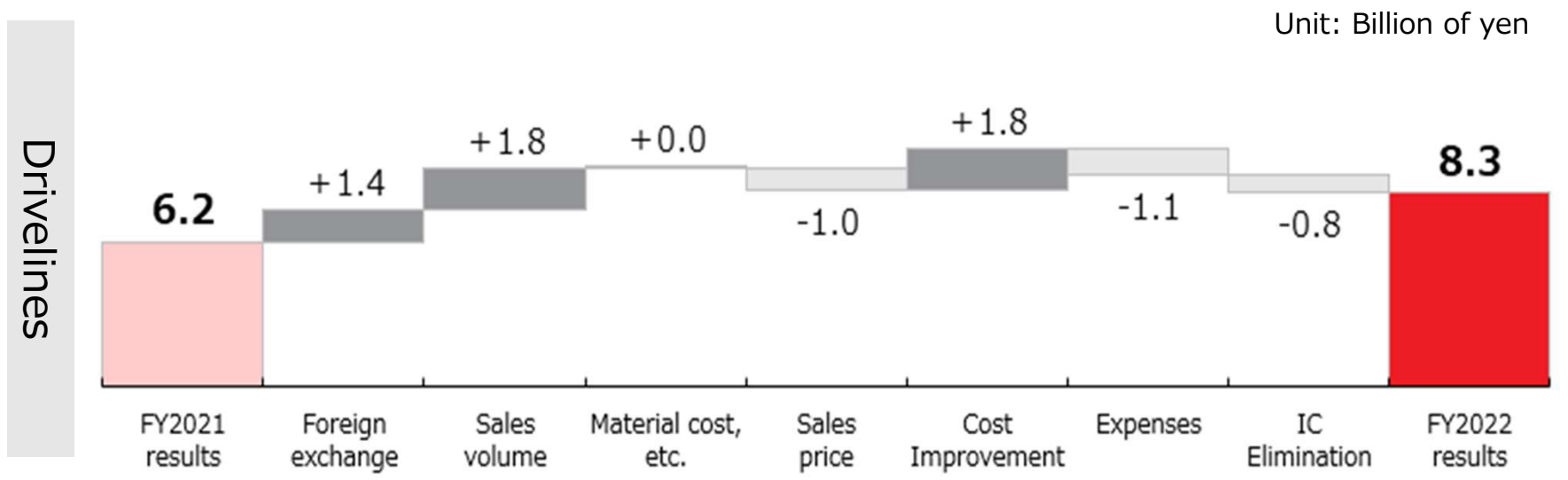
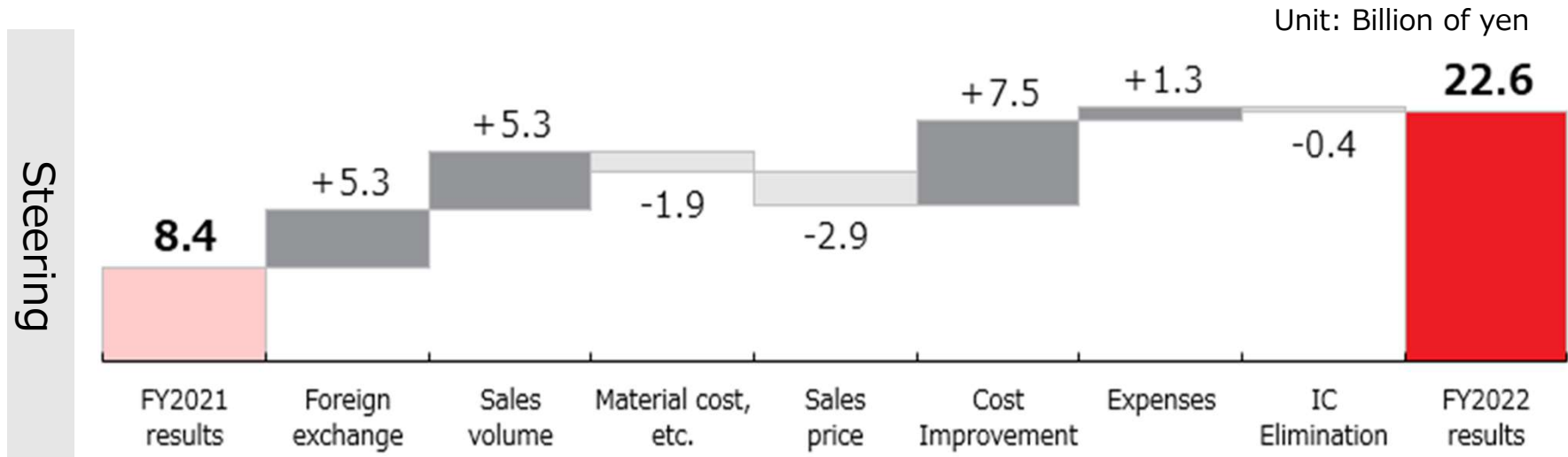


## Business profit



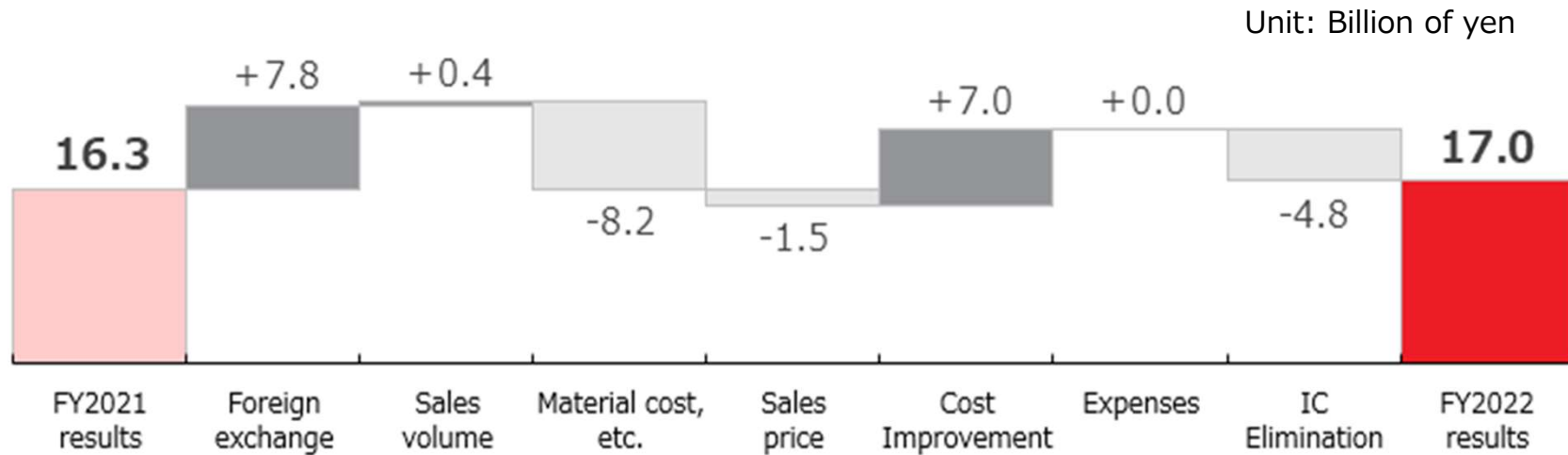


# 4-5) Business profit Analysis - Steering / Drivelines **JTEKT** 49

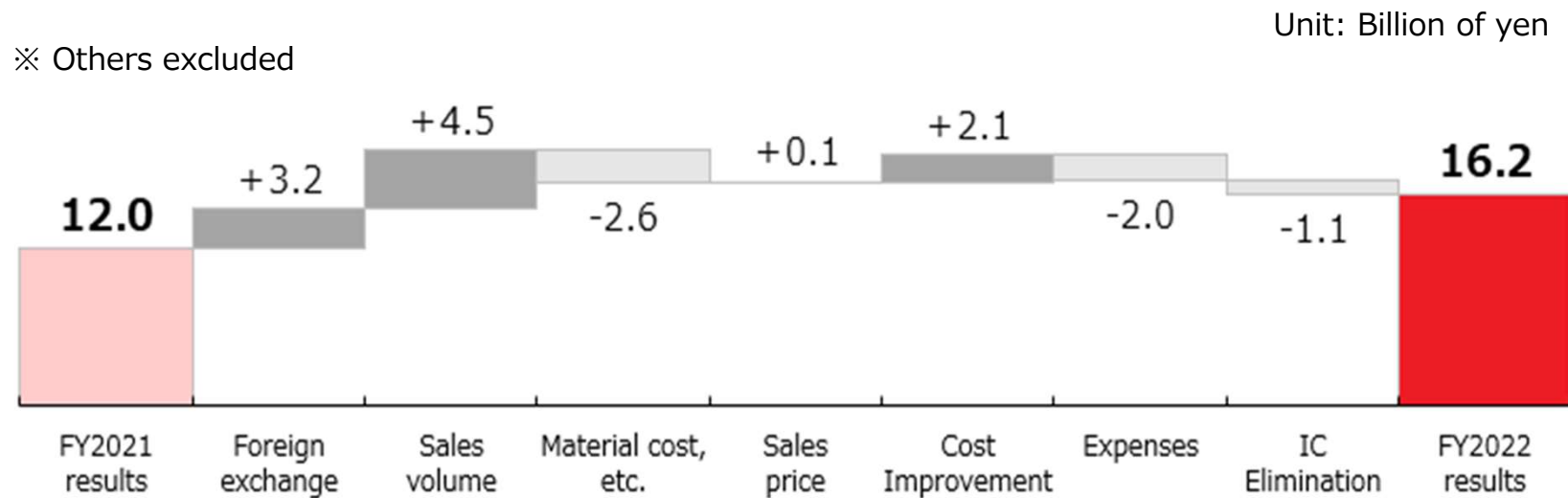


# 4-5) Business profit Analysis - Industrial & Bearings / Machine tools **JTEKT** 50

Industrial & Bearings



Machine tools



## 4-6) Performance Comparison - FY2023 Forecasts (Region)



51

Unit: Billion of yen

	Region	FY2022	FY2023	Change		Foreign exchange	FY2023	Change excluding foreign exchange	
Revenue	Japan	638.4	<b>730.0</b>	+91.5	+14.3%	-	<b>730.0</b>	+91.5	+14.3%
	North America	400.1	<b>420.0</b>	+19.8	+5.0%	-32.4	<b>452.4</b>	+52.2	+13.1%
	Europe	196.2	<b>200.0</b>	+3.7	+1.9%	-8.6	<b>208.6</b>	+12.3	+6.3%
	China	180.3	<b>185.0</b>	+4.6	+2.6%	-19.5	<b>204.5</b>	+24.1	+13.4%
	Asia & others	263.0	<b>265.0</b>	+1.9	+0.8%	-22.1	<b>287.1</b>	+24.0	+9.2%
	<b>Total</b>	<b>1,678.1</b>	<b>1,800.0</b>	+121.8	+7.3%	-82.6	<b>1,882.6</b>	+204.4	+12.2%
Business profit	Japan	28.4	<b>32.5</b>	+4.0	+14.2%	-8.0	<b>40.5</b>	+12.0	+42.3%
	North America	9.0	<b>13.0</b>	+3.9	-%	-1.0	<b>14.0</b>	+4.9	-%
	Europe	-8.3	<b>-7.0</b>	+1.3	-%	+0.1	<b>-7.1</b>	+1.1	-%
	China	14.0	<b>11.0</b>	-3.0	-21.5%	-1.2	<b>12.2</b>	-1.7	-12.4%
	Asia & others	25.1	<b>25.5</b>	+0.3	+1.4%	-1.8	<b>27.3</b>	+2.2	+8.8%
	Elimination	-5.7	<b>0.0</b>	+5.7	-%	+0.0	<b>0.0</b>	+5.7	-%
	<b>Total</b>	<b>62.6</b>	<b>75.0</b>	+12.3	+19.7%	-12.0	<b>87.0</b>	+24.3	+38.8%

# 4-6) Performance Comparison - FY2023 Forecasts (Business unit)



Unit: Billion of yen

Revenue

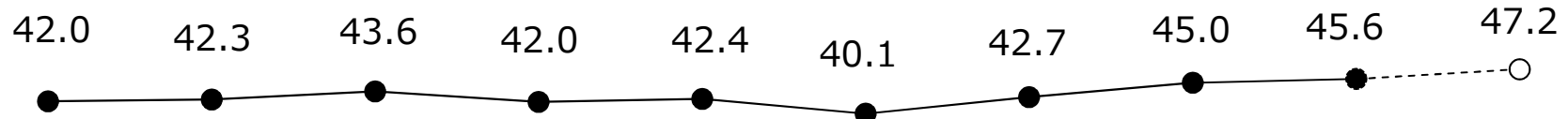
Business	FY2022	FY2023	Change		Foreign exchange	FY2023	Change excluding foreign exchange	
Steering	806.2	<b>838.0</b>	+ 31.7	+3.9%	-47.8	885.8	+ 79.5	+9.9%
Drivelines	336.3	<b>394.5</b>	+ 58.1	+17.3%	-4.8	399.3	+ 62.9	+18.7%
Automotive	1,142.6	<b>1,232.5</b>	+ 89.8	+7.9%	-52.6	1,285.1	+ 142.4	+12.5%
Industrial & Bearings	351.5	<b>381.0</b>	+ 29.4	+8.4%	-20.9	401.9	+ 50.3	+14.3%
Machine tools	181.8	<b>184.5</b>	+ 2.6	+1.5%	-9.1	193.6	+ 11.7	+6.5%
Others	2.1	<b>2.0</b>	-0.1	-5.7%	+0.0	2.0	-0.1	-5.7%
Machine tools	183.9	<b>186.5</b>	+ 2.5	+1.4%	-9.1	195.6	+ 11.6	+6.3%
<b>Total</b>	1,678.1	<b>1,800.0</b>	+ 121.8	+7.3%	-82.6	1,882.6	+ 204.4	+12.2%

Business profit

Steering	22.6	<b>26.0</b>	+ 3.3	+14.7%	-5.5	31.5	+ 8.8	+38.9%
Drivelines	8.3	<b>13.5</b>	+ 5.1	+62.3%	-1.5	15.0	+ 6.6	+80.3%
Automotive	30.9	<b>39.5</b>	+ 8.5	+27.5%	-7.0	46.5	+ 15.5	+50.0%
Industrial & Bearings	17.0	<b>18.0</b>	+ 0.9	+5.6%	-4.1	22.1	+ 5.0	+29.7%
Machine tools	16.2	<b>19.5</b>	+ 3.2	+19.9%	-0.9	20.4	+ 4.1	+25.4%
Others	-2.5	<b>-2.0</b>	+ 0.5	-%	+0.0	-2.0	+ 0.5	-%
Machine tools	13.7	<b>17.5</b>	+ 3.7	+27.2%	-0.9	18.4	+ 4.6	+33.7%
Elimination	0.8	<b>0.0</b>	-0.8	-%	+0.0	0.0	-0.8	-%
<b>Total</b>	62.6	<b>75.0</b>	+ 12.3	+19.7%	-12.0	87.0	+ 24.3	+38.8%

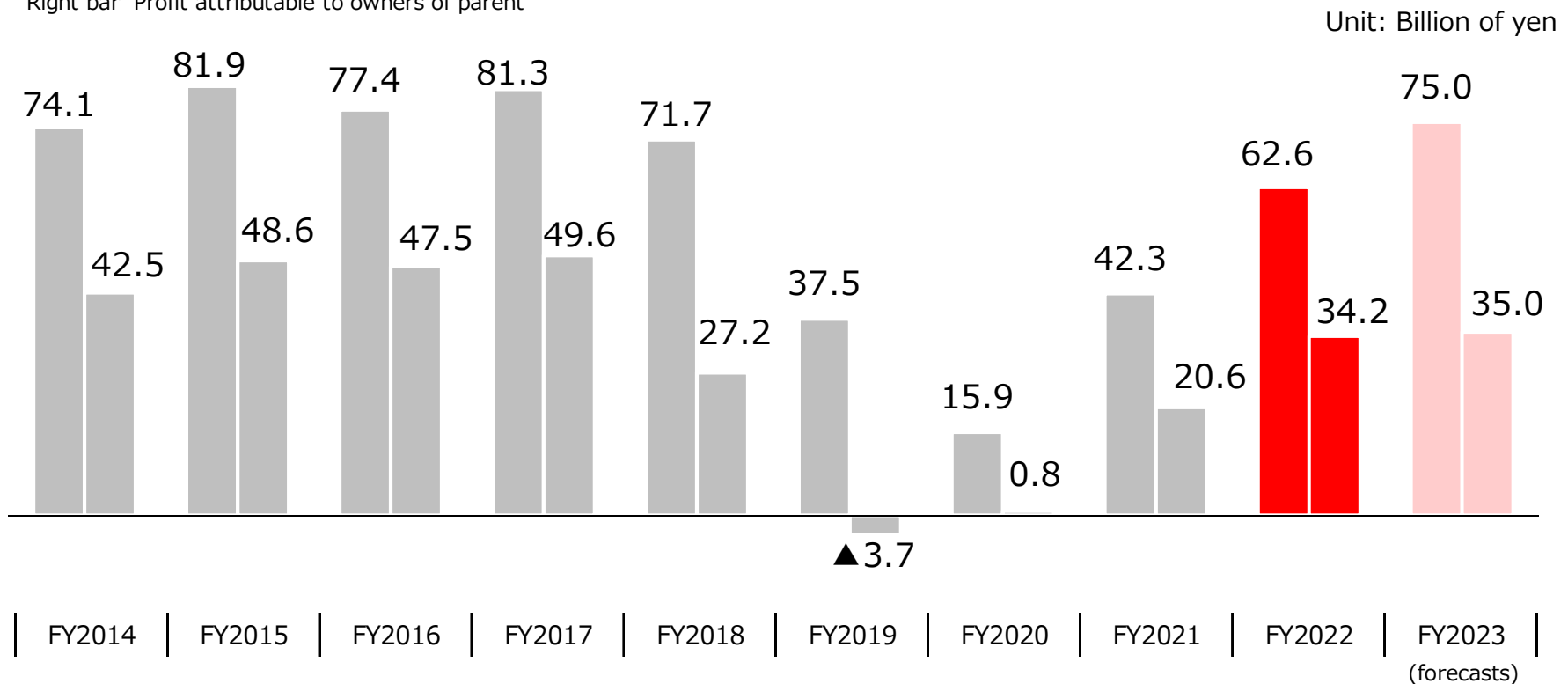
# 4-7) Profit Trends

● Equity ratio (%)



Left bar Business profit

Right bar Profit attributable to owners of parent





[Note on forward-looking statements]

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This report contains forward-looking statements pertaining to future plans and strategies. These forward-looking statements include risks, uncertainties and other factors, and actual results and business results may differ from those stated.