

# Financial data

## [ Summary of JTEKT's performance since establishment ]

|  |               | FY2006    | FY2007    | FY2008    | FY2009  | FY2010  |
|--|---------------|-----------|-----------|-----------|---------|---------|
| <b>Sales</b>                                     | (mill yen)    | 1,025,297 | 1,157,594 | 1,017,071 | 769,682 | 955,470 |
| <b>Operating income</b>                          | (mill yen)    | 64,630    | 77,650    | 22,370    | 425     | 39,924  |
| <b>Ordinary profit/loss</b>                      | (mill yen)    | 66,968    | 72,896    | 11,109    | △252    | 40,263  |
| <b>Current term net profit or loss</b>           | (mill yen)    | 44,900    | 43,446    | △11,954   | △19,413 | 20,052  |
| <b>Net assets</b>                                | (mill yen)    | 361,846   | 393,098   | 323,624   | 315,159 | 336,086 |
| <b>Total assets</b>                              | (mill yen)    | 945,308   | 974,819   | 813,461   | 847,005 | 842,220 |
| <b>Equipment investment</b>                      | (mill yen)    | 60,303    | 58,912    | 51,104    | 25,248  | 30,850  |
| <b>Depreciation</b>                              | (mill yen)    | 44,093    | 51,090    | 55,824    | 50,010  | 48,646  |
| <b>Net asset per share</b>                       | (yen)         | 1,082.87  | 1,168.42  | 951.66    | 924.27  | 931.09  |
| <b>Current term net profit/loss per share</b>    | (yen)         | 140.51    | 135.58    | △37.22    | △60.45  | 59.39   |
| <b>Rate of self-owned</b>                        | (%)           | 36.7      | 38.5      | 37.6      | 35.0    | 37.8    |
| <b>Self-owned current term net margin (ROE)</b>  | (%)           | 13.9      | 12.0      | —         | —       | 6.5     |
| <b>Cash flow through sales</b>                   | (mill yen)    | 97,029    | 84,762    | 33,908    | 63,255  | 60,320  |
| <b>Cash flow through investment</b>              | (mill yen)    | △57,449   | △63,241   | △58,977   | △57,715 | △31,147 |
| <b>Cash flow through financial activities</b>    | (mill yen)    | △19,013   | △13,063   | 27,146    | 15,365  | △14,812 |
| <b>Cash and cash equivalent term-end balance</b> | (mill yen)    | 72,145    | 83,562    | 75,074    | 99,338  | 113,513 |
| <b>Capital</b>                                   | (mill yen)    | 36,295    | 36,854    | 36,879    | 36,879  | 45,591  |
| <b>Total of issued shares</b>                    | (thou shares) | 320,136   | 321,370   | 321,406   | 321,406 | 342,186 |
| <b>Dividend per share</b>                        | (yen)         | 19.00     | 24.00     | 17.00     | 11.00   | 16.00   |

  

|   |                        |        |        |        |        |        |
|---|------------------------|--------|--------|--------|--------|--------|
| <b>No. of employees</b>                 | <b>Consolidated</b>    | 31,355 | 32,542 | 33,029 | 35,465 | 36,775 |
|   | <b>Nonconsolidated</b> | 9,919  | 10,023 | 10,091 | 10,105 | 9,906  |
| <b>No. of consolidated subsidiaries</b> |                        | 91     | 93     | 97     | 117    | 135    |
|   | <b>Domestic</b>        | 32     | 31     | 31     | 33     | 41     |
|   | <b>Overseas</b>        | 59     | 62     | 66     | 84     | 94     |
| <b>No. of equity method affiliates</b>  |                        | 11     | 11     | 11     | 12     | 20     |
|   | <b>Domestic</b>        | 2      | 2      | 2      | 3      | 6      |
|   | <b>Overseas</b>        | 9      | 9      | 9      | 9      | 14     |

\* From FY2006, net assets amounts have been calculated applying the accounting standard relating to the net asset display in the balance sheet (Accounting Standard No. 5) and the application guideline for accounting standards relating to the net asset display in the balance sheet (Accounting Standard No. 8).

## [ Consolidated financial statement ]

\* Below figures have had amounts less than 1 million yen rounded down.

### Consolidated balance sheet

(As of March 31st, 2011)

|             | Item   | Amount         |
|-------------|--|----------------|
| Assets      | Floating assets  | 461,880        |
|             | Cash and savings                                       | 68,679         |
|             | Notes and accounts receivable                          | 169,597        |
|             | Securities   | 49,032         |
|             | Inventory  | 130,998        |
|             | Other  | 44,555         |
|             | Allowance for bad debt                                 | △982           |
|             | Fixed assets   | 380,339        |
|             | Tangible fixed assets                                  | 290,326        |
|             | Machinery & freighting devices                         | 134,773        |
|             | Other  | 155,553        |
|             | Intangible fixed assets                                | 8,412          |
|             | Investment & other assets                              | 81,600         |
|             | <b>Total assets</b>                                    | <b>842,220</b> |
| Liabilities | Floating liabilities                                   | 313,183        |
|             | Notes and accounts receivable                          | 152,164        |
|             | Short-term loans                                       | 63,692         |
|             | Other  | 97,317         |
|             | Fixed liabilities                                      | 192,949        |
|             | Bonds  | 40,000         |
|             | Long-term loans  | 83,923         |
|             | Other  | 69,026         |
|             | <b>Total liabilities</b>                               | <b>506,133</b> |
| Net assets  | Common equity  | 348,483        |
|             | Capital  | 45,591         |
|             | Capital surplus  | 108,237        |
|             | Earned surplus   | 195,035        |
|             | Own shares   | △381           |
|             | Accumulated total of other comprehensive income        | △30,132        |
|             | Valuation difference on available -for-sale securities | 9,356          |
|             | Foreign currency translation adjustment total          | △39,488        |
|             | Minority equity  | 17,735         |
|             | <b>Net asset total</b>                                 | <b>336,086</b> |
|             | <b>Liabilities &amp; net asset total</b>               | <b>842,220</b> |

(Millions of yen)

### Consolidated income statement (from April 1st, 2010 to March 31st, 2011)

| Item  | Amount  |
|---|---------|
| Sales   | 955,470 |
| Sales cost  | 811,470 |
| Gross margin on sales   | 143,999 |
| SGA   | 104,074 |
| Operating income  | 39,924  |
| Non-operating income  | 7,001   |
| Non-operating expenditure                                     | 6,663   |
| Ordinary profit & loss  | 40,263  |
| Extraordinary profit  | 3,680   |
| Extraordinary loss  | 10,734  |
| Income before income taxes and others                         | 33,209  |
| Corporate income tax, etc.                                    | 10,290  |
| Current net earnings prior to minority equity loss adjustment | 22,918  |
| Minority interest   | 2,866   |
| Current net earnings  | 20,052  |

(Millions of yen)

## [ Non-consolidated financial statement ]

\* Below figures have had amounts less than 1 million yen rounded down.

### Balance sheet

(As of March 31st, 2011)

|             | Item   | Amount         |
|-------------|--|----------------|
| Assets      | Floating assets  | 260,811        |
|             | Fixed assets   | 374,100        |
|             | Tangible fixed assets                                  | 136,821        |
|             | Intangible fixed assets                                | 2,459          |
|             | Investment & other assets                              | 234,819        |
|             | <b>Total assets</b>                                    | <b>634,911</b> |
| Liabilities | Floating liabilities                                   | 209,659        |
|             | Fixed liabilities                                      | 135,922        |
|             | <b>Total liabilities</b>                               | <b>345,582</b> |
| Net assets  | Common equity  | 280,616        |
|             | Capital  | 45,591         |
|             | Capital surplus  | 108,230        |
|             | Earned surplus   | 127,137        |
|             | Own shares   | △343           |
|             | Valuation/conversation difference                      | 8,713          |
|             | Valuation difference on available -for-sale securities | 8,713          |
|             | <b>Net asset total</b>                                 | <b>289,329</b> |
|             | <b>Liabilities &amp; net asset total</b>               | <b>634,911</b> |

(Millions of yen)

### Income statement

(from April 1st, 2010 to March 31st, 2011)

| Item  | Amount  |
|---|---------|
| Sales                                       | 547,103 |
| Sales cost                                  | 493,936 |
| Gross margin on sales                       | 53,166  |
| SGA   | 44,307  |
| Operating income                            | 8,859   |
| Non-operating income                        | 11,207  |
| Non-operating expenditure                   | 2,983   |
| Ordinary profit & loss                      | 17,083  |
| Extraordinary profit                        | 43      |
| Extraordinary loss                          | 4,674   |
| Current net earnings prior to tax deduction | 12,452  |
| Minority interest                           | 1,850   |
| Current net earnings                        | 10,602  |

(Millions of yen)