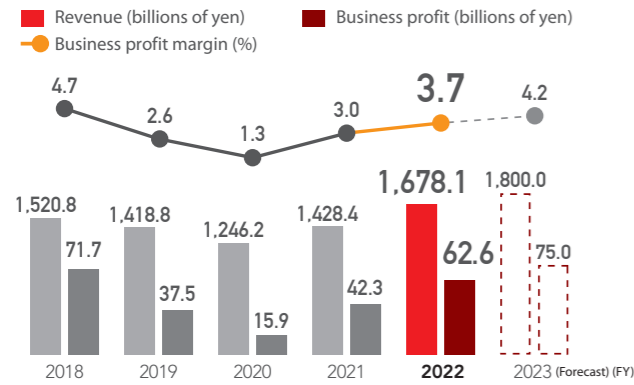


Financial / Non-financial Highlights

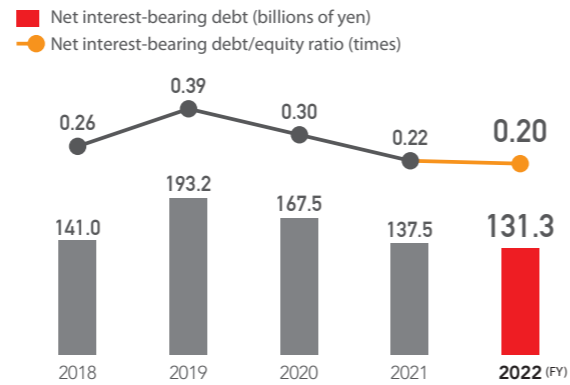
JTEKT has applied the International Financial Reporting Standards (IFRS) since FY 2018.

Revenue / Business profit / Business profit margin



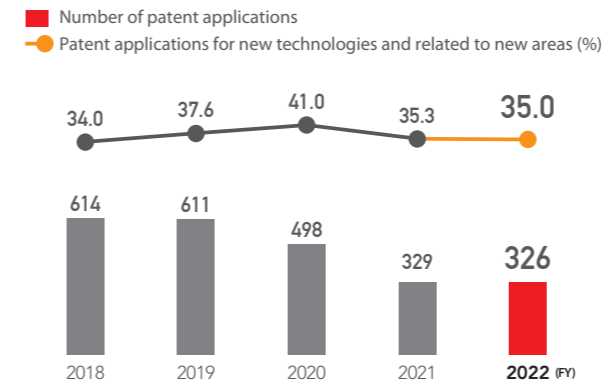
Despite effects from soaring raw materials prices, logistics expenses, and energy expenses, revenue reached a new record high due to an increase in sales and foreign exchange effects. In addition, cost-cutting measures and efforts to shift the effects of higher costs to sales prices also produced results.

Net interest-bearing debt / Net interest-bearing debt/Equity ratio



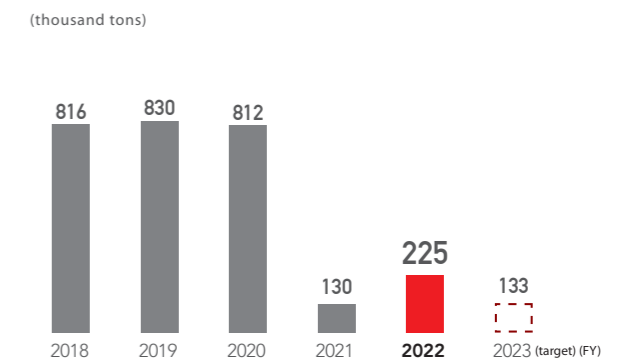
Funds generated from business activities and the sale of strategic shareholdings were applied to the repayment of loans, leading to a reduction in net interest-bearing debt and improvement of the net debt/equity ratio.

Number of patent applications / Patent applications for new technologies and related to new areas



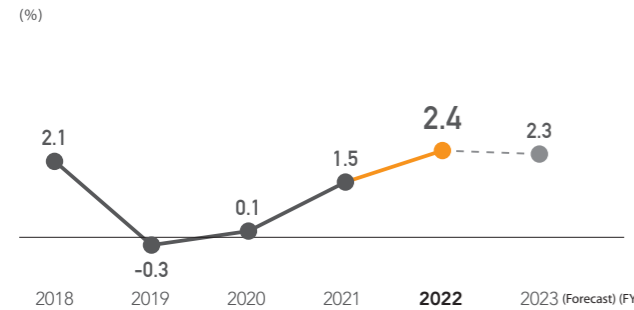
We consider comprehensive protection of intellectual property for technologies and in areas where we expect to demonstrate competitiveness in the future to be of particular importance. To this end, we identified key research and development topics (approximately 40 topics), set targets for the number of patent applications relating to each topic, and conduct systematic invention discovery measures.

Contribution to CO2 emissions reduction through products



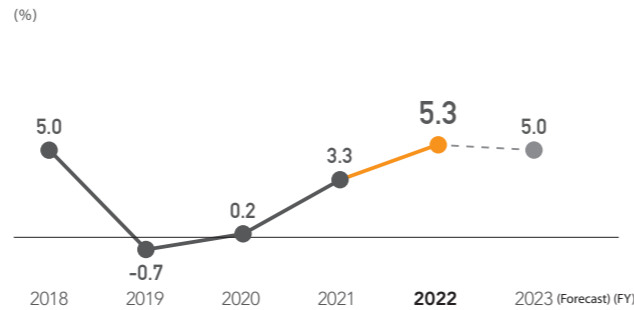
Starting in FY2021, we changed the reference year to 2015, which featured higher efficiency. We set a target of reducing emissions by at least 165,000 tons compared to 2015 by FY2025 and achieved this target in FY2022. We will continue developing environmentally-friendly products in the future. (The reference year for FY2020 and earlier is 2010.)

Return on assets (ROA)

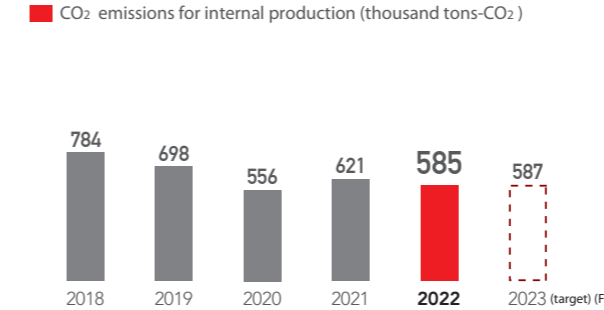


As a result of improved profitability and improvement in various financial conditions, ROA increased by 0.9 points and ROE increased by 2.0 points compared to the previous fiscal year.

Return on equity (ROE)



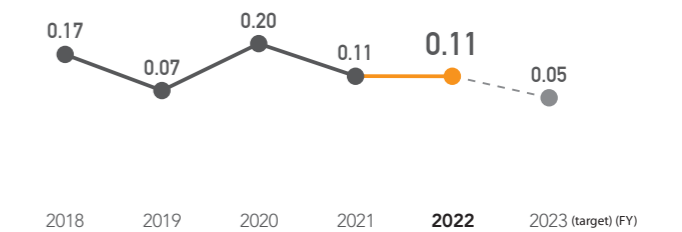
CO2 emissions for internal production (global)



We are implementing comprehensive energy-saving measures and production technology innovations through improvement of day-to-day work with the participation of all employees so that we can reduce emissions even as production increases with the aim of achieving our target of cutting emissions (including 17 domestic Group companies and 31 overseas Group companies) by 60% compared to FY2013 by FY2030.

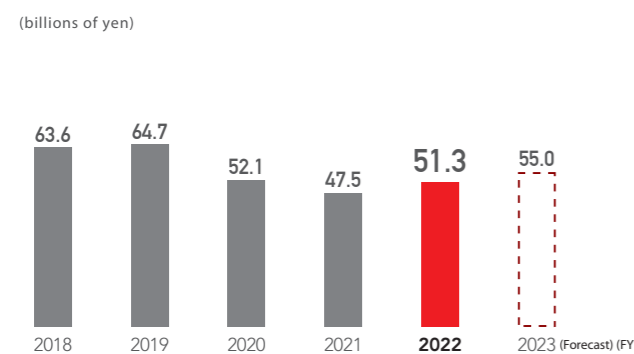
Lost Time Injury Frequency Rate*

$$\text{Lost Time Injury Frequency Rate} = \frac{\text{Number of lost time injuries}}{\text{Total number of work hours}} \times 1,000,000$$



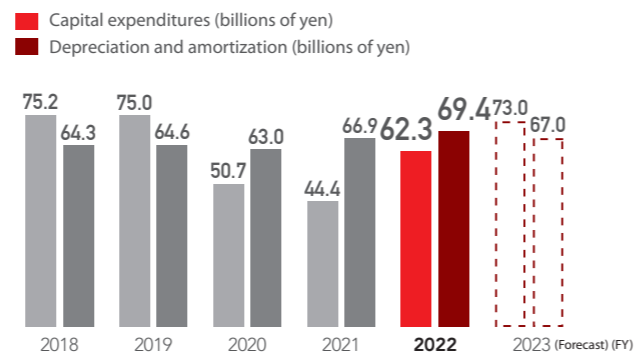
We are taking action to reduce injuries even further under the leadership of top management, who are directing "safety first."

Research and development expenses



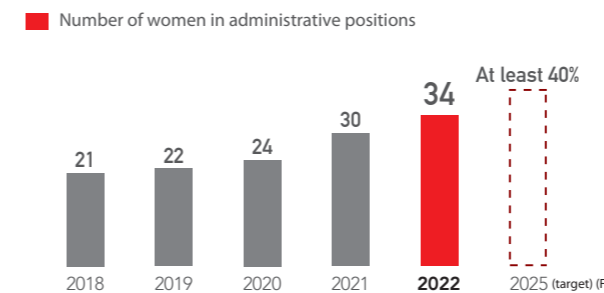
By implementing comprehensive measures to raise the efficiency of development in existing fields and increasing investment in research and development in new and leading areas, we are taking up the challenges of new value creation and pursuing further growth.

Capital expenditures / Depreciation and amortization



We continue to scrutinize investment projects, review investment efficiency, and take other measures to enhance our financial position and reinforce competitiveness in existing areas. In addition, we are actively making strategic investments in, and shifting resources to, new and growth areas with a focus on future business models.

Number of women in administrative positions (nonconsolidated)



We have set targets of at least 40 women in administrative positions and at least 50% of acquisition rate for childcare leave by male employee by FY2025. We are expanding programs that support employees who are raising children while working, seeking to create a workplace culture that facilitates the balance between childcare and work, and creating workplaces where all employees can play active roles.

Acquisition rate for childcare leave by male employee (nonconsolidated)

