

JTEKT reaffirmed the aspiration embodied in our company name (joint technology), re-examined our reason for existing (Mission), and clarified our future direction (Vision).

Every employee shares our core values (Value) and will tackle societal challenges through manufacturing.

Mission

**Joint Technology to
bring joy to the
planet earth and
all working people.**



Vision

JTEKT Group 2030 Vision

A solution provider creating
the future of mobility society
through Monozukuri and
Monozukuri equipment

Value

Yes for All, by All!



Regarding the Formulation of Mission, Vision, Value —Message from President Kondo on the Company's MVV—

Pursuing a Shared Goal: Transforming Our Vision into Reality

JTEKT has now established its Mission, Vision, Value (hereinafter referred to as MVV). MVV represents the core principles of corporate management, guiding the Company's direction and culture. As JTEKT prepares for future transformation, it has adopted the following MVV as an unwavering foundation.

- **Mission:** Joint Technology to bring joy to the planet earth and all working people
- **Vision:** A solution provider creating the future of mobility society through Monozukuri and Monozukuri equipment
- **Value:** Yes for All, by All!

Why are we making MVV now? Because we felt we needed a shared foundation for all employees as we transform into a solution provider. JTEKT was formed by the merger of two companies and three businesses, which often led to inconsistent answers when we were asked what kind of company we are. Therefore, we determined it was essential to clearly define a shared foundation that keeps everyone aligned and provides a decision-making compass for when uncertainty arises. This will enable each employee to think for themselves, engage in workplace discussions, and act autonomously. This

autonomy is the source of a company's strength. Looking around the world, companies where MVV permeates and is actively utilized by all employees see their staff energized, thriving, and contributing to customers and society. We too aim to achieve this through our MVV and harness it as a powerful force for transformation.

Our MVV Was Made to Incorporate the Origin of Our Name

In formulating our MVV, we reorganized our corporate philosophy by consciously distinguishing between "unchanging universal elements" and "elements that must evolve" for JTEKT.

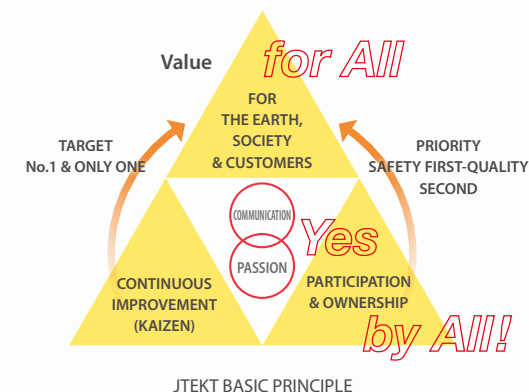
JTEKT's Mission (our purpose and reason for existing) and our Value (the shared principles that enable us to fulfill that Mission) should remain constant regardless of how the surrounding environment changes. On the other hand, our Vision, which articulates our ideal future state, should be flexibly adaptable in response to corporate growth and the demands of the times.

Regarding our Vision, we have already outlined it in the JTEKT Group 2030 Vision announced in 2024 as "A solution provider creating the future of mobility society through Monozukuri and Monozukuri equipment."

Next, our Value was made to encompass the philosophy that we had held as the JTEKT BASIC

PRINCIPLE. The words contained within this philosophy resonated with a phrase I had cherished for years: "Yes for All, by All!" We defined this as the spirit of our Value.

And based on this Vision and Value, when we considered what JTEKT should establish as its Mission, we arrived at the company name "JTEKT" itself. This name contains two meanings: "joint technology" and "joy". In essence, the belief that "by connecting monozukuri technologies, we bring joy to people and society" is the origin of this name. I deeply resonated with this aspiration passed down from the past and defined JTEKT's Mission as "Joint Technology to bring joy to the planet earth and all working people." JTEKT is a monozukuri company that contributes to society by leveraging its technological strength. We believe that bringing joy to society through technology is our reason for existing and our universal mission that will never change.



JTEKT BASIC PRINCIPLE



Employee Survey Confirms Consensus. MVV Now Embraced and Utilized Throughout the Company

The MVV developed by our management team was first presented internally before its public release. We set aside a time for all employees to freely share their thoughts and impressions on how they perceived it. What emerged was the desire to create MVV that everyone could relate to. We hoped that this shared understanding would permeate throughout our entire workforce, becoming a benchmark for decision-making in their work and a guiding principle for setting goals. As mentioned earlier, MVV holds no meaning simply by existing. It only gains value when it is embraced and actively used by the workforce. Fortunately, the feedback survey showed overwhelming consensus, with 98% of responses expressing positive sentiment. Of course, I was personally very reassured by feedback such as:

"Incorporating the origin of our company name in the Mission and expressing it in simple words is excellent," "I'm glad 'technology' comes first. We want to be a company with unparalleled technology," and "It's good that 'joy' is emphasized. We can't forget to be joyful."

It has been over half a year since the implementation of our MVV, which has the consensus of our employees. Now, within the Company, we increasingly see moments where each employee feels "MVV is alive and well, becoming established as JTEKT's culture"—moments like integrating MVV into daily operations and putting it to practical use. MVV is not merely a slogan. Nor are Mission, Vision, and Value separate entities. As proof, when you link MVV together, you should be able to sense JTEKT's commitment.

"Joint Technology to bring joy to the planet earth and all working people." To achieve this, JTEKT will become "A solution provider creating the future of mobility society through Monozukuri and Monozukuri equipment" by 2030. We will daily implement "sincere commitment and dialogue (Yes), for the benefit of all stakeholders (for All), and continuous improvement through full participation (by All)."

Moving forward, we will continue to grow vibrantly with our colleagues around the world as ONE! JTEKT, the JTEKT Family, keeping our MVV close to our hearts, and contribute to a future where everyone can be joyful.



Yoshihito Kondo

President

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JTEKT Group Official Mascots
J-Nyan and TEK-NYAN

Featured Content



Refining Management Guidelines

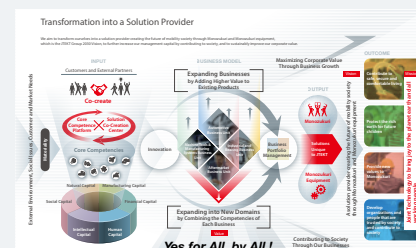
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Second Medium-Term Business Plan Begins

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The Path to Transformation into a Solution Provider

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Strengthening the Corporate Governance System

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Editorial Policy

We publish an integrated report to comprehensively present both financial and non-financial information to our stakeholders, aiming to help them understand our Group's story of medium- to long-term value creation and enhancement of corporate value.

In the creation of the report, we reference the Integrated Reporting Framework of the IFRS Foundation and the Ministry of Economy, Trade and Industry's Value Co-creation Guidance, while also leveraging dialogue with our stakeholders to plan and produce the report.



Target organizations and scope

JTEKT Corporation and the JTEKT Group (For items for which there is no criteria uniform across the JTEKT Group, the unconsolidated results of JTEKT are displayed. As a general rule, if there are changes in the tallying scope, we revise data retrospectively.)

Target period

The primary target period is FY2024 (April 2024 to March 2025). Some activities after April 2025 are also included.

Publication:

September 2025

Note on forward-looking statements

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 performance may differ from those stated.

Information Disclosure System



About the Cover

The cover design features the entrance to our headquarters, symbolizing the dynamism of our core competencies. It incorporates our Group's products and keywords. It also expresses our strong determination to transform into a solution provider by leveraging our core competencies within the JTEKT Report 2025.



On the Publication of JTEKT Report 2025

In FY2024, we formulated the JTEKT Group 2030 Vision, the Second Medium-Term Business Plan (based on the Vision), and our Mission, Vision, Values (MVV). By clarifying the shared goals for all employees and uniting our aspirations, various initiatives have begun to take shape.

In the JTEKT Report 2025, we focused on value creation and growth strategies based on our MVV, consciously aiming to communicate the path toward the transformation into a solution provider outlined in the JTEKT Group 2030 Vision. During editing, we earnestly considered feedback from our stakeholders and worked to incorporate it into improvements.

We hope this report serves as a useful tool to deepen your understanding of our Group and foster constructive dialogue. Moving forward, we will continue to enhance the quality of our integrated report, enrich our information disclosure, and strive to further increase corporate value through co-creation with you.



Kazuyuki Kamiya

Senior Executive Officer
Chief of Corporate Division
CFO

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At a Glance



Founding

1921



JTEKT Group

115 companies
(excluding equity-method affiliates)



Manufacturing sites

124 plants



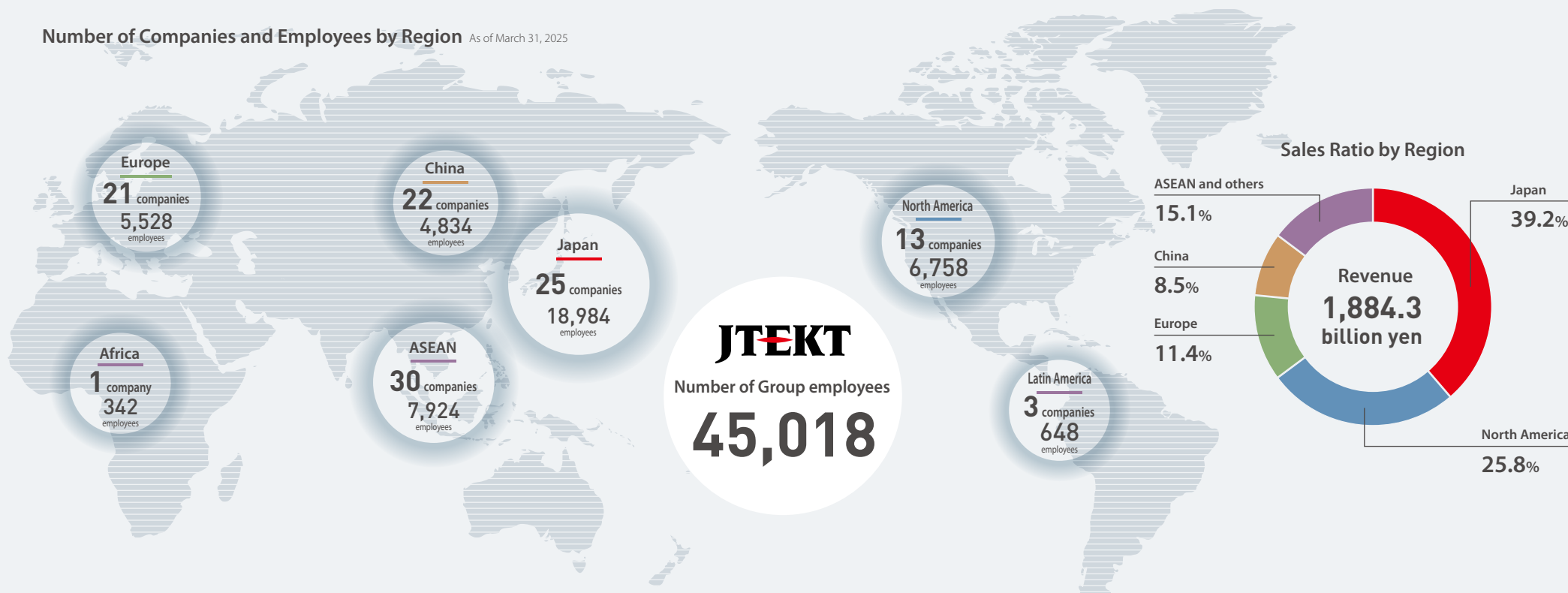
Agent network
(Globally)

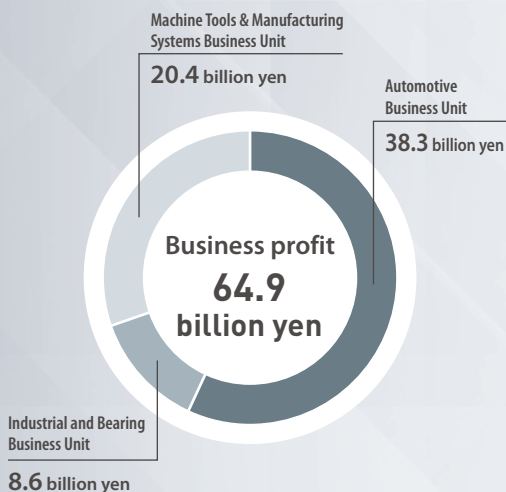
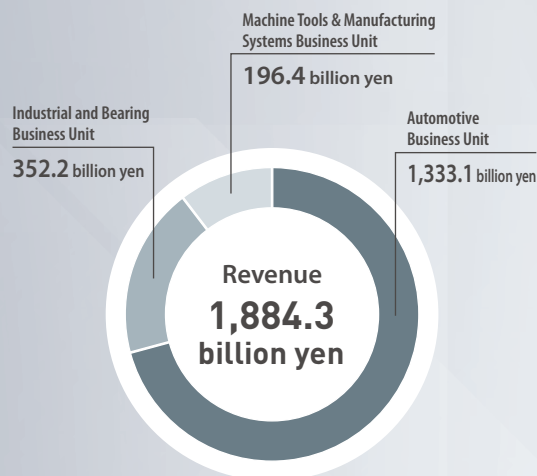
93 countries
Number of agents:
403 (overseas) +
101 (domestic)



CDP 2024
Achieved the
highest rating of A
in the climate
change category

Number of Companies and Employees by Region As of March 31, 2025





* The portion pertaining to the aftermarket business is included in the figures for the three businesses.



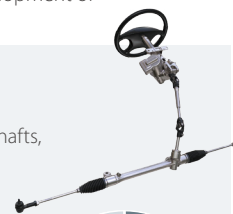
Automotive Business Unit

Our steering products feature a comprehensive lineup suitable for everything from light vehicles to large commercial trucks, meeting the diverse needs of numerous car makers. Our drive products contribute to enhanced safety, peace of mind, and improved fuel efficiency through advanced system integration and modularization. We are also advancing the development of next-generation fuel-compatible products.

Main Products

Electric power steering, hydraulic power steering, differential units, driveshafts, hub units, propeller shafts, valves for FCEVs*

*FCEV is a registered trademark of Toyota Motor Corporation.



No.1 & Only One

No. 1 share of the global market* for electric power steering since we first developed and produced it in 1988

Global market share
21.6%



Machine Tools & Manufacturing Systems Business Unit

JTEKT's machine tools business leverages the reliability that sustains high productivity and high precision over a long period, cultivated in the automobile industry, to satisfy wide-ranging needs. We support manufacturing in various industries with our extensive support systems.

Main Products

Grinders, machining centers, cutting machines, control equipment (including IoT-related products), battery manufacturing equipment (source process), industrial heat treatment furnaces, etc.



No.1 & Only One

Developed the first grinders produced in Japan in 1956. **No. 1 share of the domestic market*** for cylindrical grinders

Domestic market share
31%

* Market shares are based on JTEKT's research

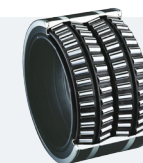


Industrial and Bearing Business Unit

We support the development of industry and society throughout the world by providing an extensive lineup of various bearing types optimized for customer use environments and performance requirements in a broad range of fields.

Main Products

Roller bearings, ball bearings, bearing units, various other bearings, oil seals, etc.



No.1 & Only One

No. 1 share of the domestic market* for bearings used in steel equipment that achieve high-speed rotation even under high loads and at ultra-high temperatures

Domestic market share
55%



Aftermarket Business Unit

Leveraging the diverse core competencies within our Group, we aim to become a solution partner that supports the entire product lifecycle in the market.

Main Products

In addition to bearings, steering components, drive line products, and Group company products, we have released new items including ceramic ONI BEARING™ for road bikes, Bearing Defender, and a water level meter for brackish water zones.

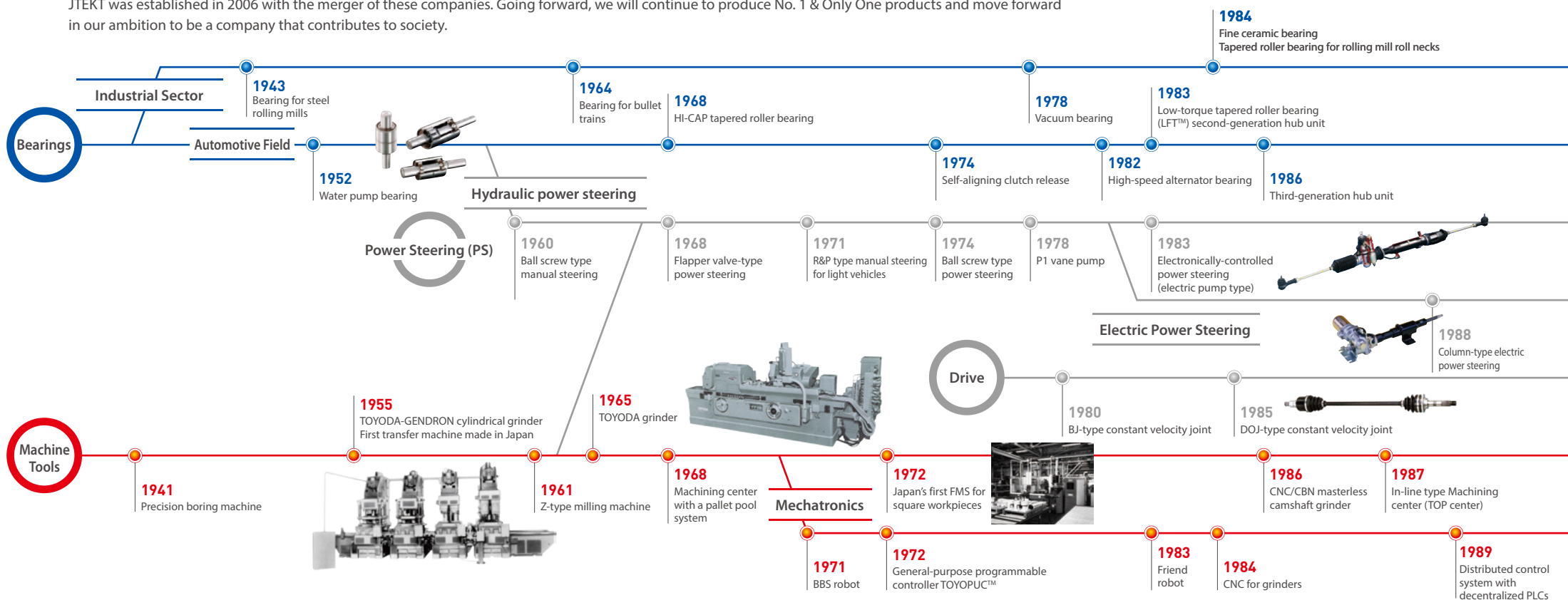


No.1 & Only One

Through our global sales network, diverse product lineup, and new products leveraging our No.1 & Only One technologies, we aim to become indispensable to customers in the marketplace.

History of JTEKT

Since their establishment, Koyo Seiko and Toyoda Machine Works have continually perfected their technologies to provide high-quality and reliable products. JTEKT was established in 2006 with the merger of these companies. Going forward, we will continue to produce No. 1 & Only One products and move forward in our ambition to be a company that contributes to society.



1941

Toyoda Machine Works Ltd.

Toyota Motor Co., Ltd. (now Toyota Motor Corporation) spun off its machine tools division and established Toyoda Machine Works, Ltd.

1965

Developed Toyoda brand grinder

1968

Commenced production of hydraulic power steering systems

Developed machining centers



1980

Commenced production of CNC cylindrical grinders

Commenced production of constant-velocity joints for automobiles

2002

Established FAVESS, which develops and sells EPS



1921

Founded Koyo Seiko Co., Ltd.

Zenichiro Ikeda established Koyo Seiko in Osaka City as a private store and started production after selling imported bearings

1927

Commercialized Japan's first tapered roller bearing



1975

Commenced bearing production in North America

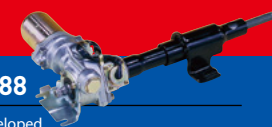
1984

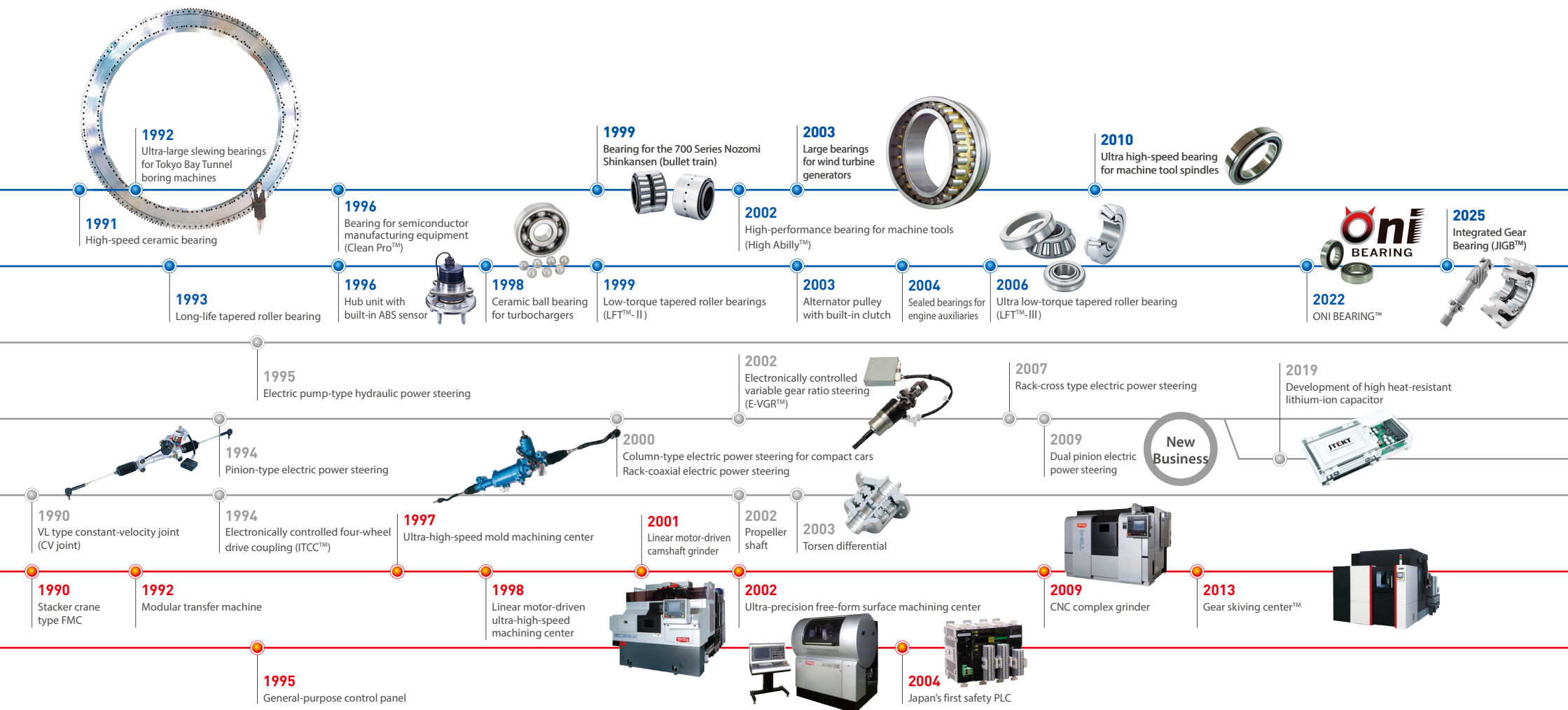
World's first practical application of ceramic bearings



1988

Developed and produced the world's first electric power steering (EPS) system



**2006**

Established JTEKT

JTEKT

Bearing manufacturer Koyo Seiko and machine tool manufacturer Toyota Machine Works merged to become the world's number one EPS manufacturer

2012

Opened Iga Proving Ground

**2013**

Started full-scale operation of Large Size Bearing Engineering Development Center

**2015**

Cumulative total of 100 million EPS units manufactured

**2022**

Unified brands for all businesses



In April 2022, Koyo, TOYODA, and JTEKT unified all brands into JTEKT.

2024

Announced JTEKT Group 2030 Vision



A solution provider creating the future of mobility society through Monozukuri and Monozukuri equipment

2025

Simon Yates of Team Visma | Lease a Bike, which supplies ONI BEARING™, won the Giro d'Italia (general classification)



Value Provided by JTEKT

Connecting Technologies and Bringing Smiles to the Faces of the Earth and All Working People

JTEKT has grown by refining its manufacturing technologies since the time of its predecessor companies, Koyo Seiko and Toyota Machine Works, and by supplying superior products that meet the diverse needs of its customers. As the pace of change accelerates and new social issues emerge, we aim to continue to be a company that is needed worldwide by connecting the technologies we have cultivated and proactively proposing solutions. To maximize the use of our technology, we have established a technology platform that brings together our core technical competencies. By combining technologies across business boundaries, we will advance the high-value-added transformation of existing products while also providing solutions in new areas such as next-generation mobility and social infrastructure.

Technology Platform



I Combining core technologies and competencies to increase the added value of existing product lines and improve investment efficiency

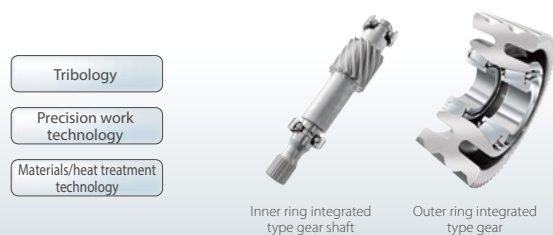
II Using the resources generated in I as capital, proposing solutions in new areas based on issues and needs

Diverse Customers and Social Needs

I Combining core technologies and competencies to add higher value to the current product lineup and improve investment efficiency

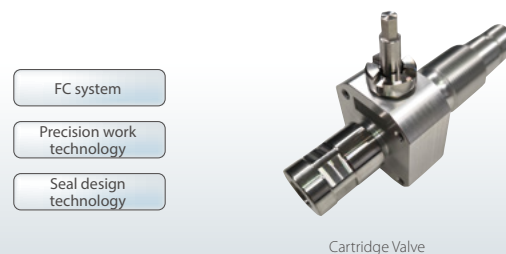
JIGB™ Integrated Gear Bearing

We have developed JTEKT Integrated Gear Bearing™ (hereinafter referred to as JIGB™). JIGB™ is a product that integrates gears and bearings (orbital wheels), which were previously incorporated as separate parts due to their different functional requirements in automobiles and industrial machinery.



High-Pressure Hydrogen-Related Products Adopted for Portable Hydrogen Cartridges

Our company has been engaged in the high-pressure hydrogen business since 2002, and our high-pressure hydrogen products (cartridge valve) are used in portable hydrogen cartridges, leveraging our hydrogen flow control technology cultivated over 20 years and our world-leading mass production track record.



Developing Grinders and Heat Treatment Equipment for Semiconductor Manufacturing

JTEKT Machine Systems has developed the DDT832 grinder, which can simultaneously process two hard and brittle material wafers, while JTEKT Thermo Systems has developed the RLA-4200-V and VF5300HLP thermal treatment devices for SiC power semiconductors. These devices offer significant time savings compared to conventional processing machines, thereby improving productivity.



II Using the resources generated from the above (I), propose solutions to new fields based on issues and needs

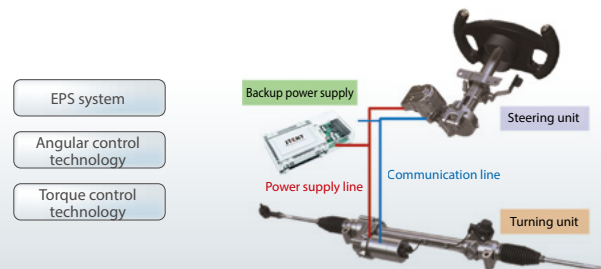
Autopilot Control System (Pairedriver™)

We are working on the development of control software for driving assistance and autonomous driving in automobiles. In particular, our Pairedriver™ achieves driving assistance through intuitive communication between humans and systems, contributing to safe and comfortable autonomous driving.



Steer-By-Wire System

Steer-by-wire system, a general term for systems that perform steering operations using electrical signals, stores the steering wheel during autonomous driving to secure interior space and create a spacious driving environment. During manual driving, it also contributes to improved vehicle maneuverability by reducing steering wheel turns at low speeds.



High Heat-Resistant Lithium-Ion Capacitor (Libuddy™)

JTEKT's high heat-resistant lithium-ion capacitor Libuddy™ achieves output density and durability far surpassing conventional products through its unique technology that enables operation at temperatures ranging from -40°C to 85°C. This contributes to the miniaturization, lightweight design, high performance, and maintenance-free operation of power supplies. As a powerful partner (buddy) for existing power supplies, we propose use cases and solutions that contribute to enhancing the added value of various electric products.

