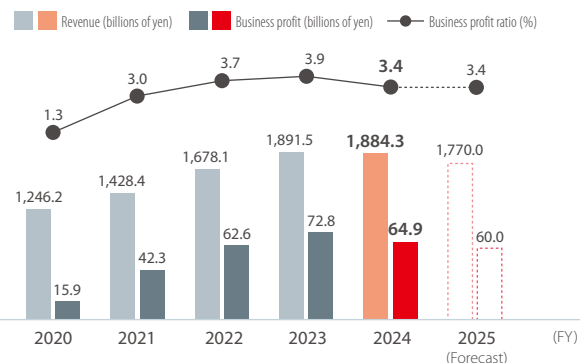


Financial Highlights

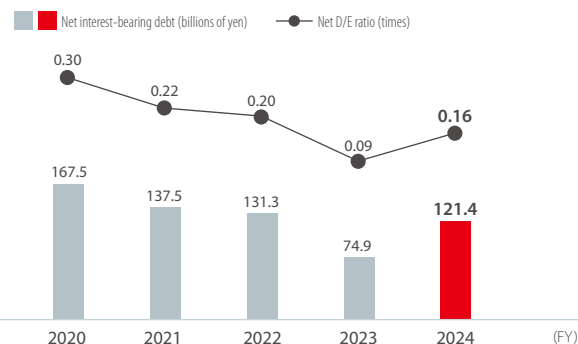
JTEKT has applied the International Financial Reporting Standards (IFRS).

Revenue / Business profit / Business profit ratio



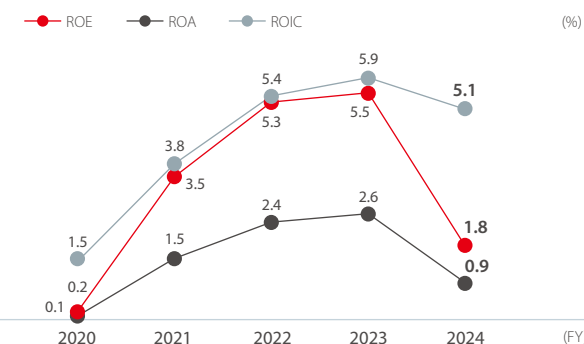
Sales were sluggish mainly in Europe and China, resulting in a slight year-on-year decline in revenue. Although there were positive effects from foreign exchange rates and cost improvements, business profit declined year on year due to the impact of lower sales, as well as increases in loss costs attributable to productivity in North America and fixed costs.

Net interest-bearing debt / Net D/E ratio



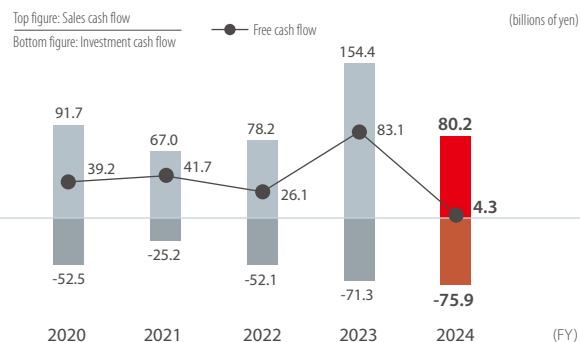
As a result of large capital investments and increased shareholder returns, net interest-bearing debt increased. However, we were able to continue our business operations without increasing our total borrowings through activities such as reducing cash on hand.

Capital efficiency index



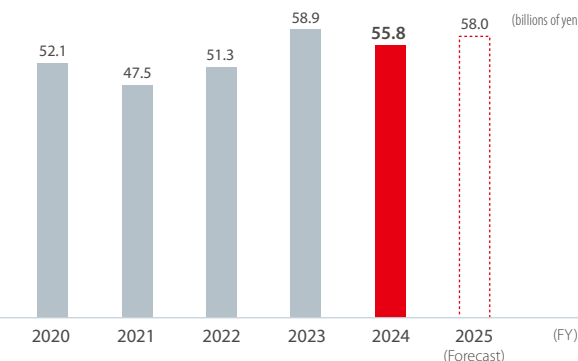
All indicators declined due to a decrease in sales and profits caused by the harsh market environment. In particular, ROE and ROA were significantly affected by the recording of development and structural reform expenses based on the Medium-Term Business Plan.

Cash flow



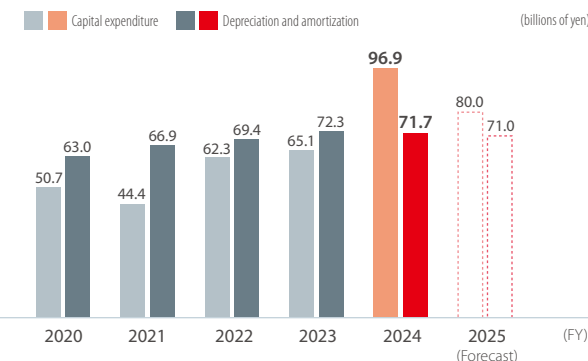
In addition to the decrease in profit before income taxes, free cash flow decreased compared to the previous fiscal year as a result of seeding for the future, strategic investments, and investments in projects that have already been ordered.

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 growth areas, we are taking up the challenges of new value creation and pursuing further growth.

Capital expenditure / Depreciation and amortization



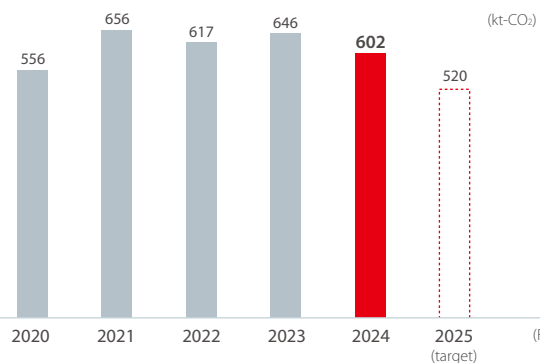
In order to improve our financial position and strengthen competitiveness in existing fields, we continue to closely examine investment projects and review investment intensity, while also making strategic investments in new businesses, growth fields, carbon neutrality, DX and other fields.

Eleven-Year Consolidated Financial Summary

		JGAAP					IFRS						
Fiscal years ended March 31	Unit	FY2014	FY2015	FY2016	FY2017	FY2018	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Net sales / Revenue	Billions of yen	1,355.9	1,399.9	1,318.3	1,441.1	1,520.8	1,520.8	1,418.8	1,246.2	1,428.4	1,678.1	1,891.5	1,884.3
Business profit	Billions of yen	—	—	—	—	—	71.7	37.5	15.9	42.3	62.6	72.8	64.9
Operating income / Operating profit	Billions of yen	74.1	81.9	77.4	81.3	66.6	63.7	16.1	12.9	36.4	49.3	62.1	38.4
Ordinary income (loss)	Billions of yen	79.3	81.2	78.0	82.5	69.6	—	—	—	—	—	—	—
Profit (loss) attributable to owners of parent / Profit (loss) for the year attributable to owners of the parent company	Billions of yen	42.5	48.6	47.5	49.6	24.6	27.2	-3.7	0.8	20.6	34.2	40.2	13.7
Net assets / Equity	Billions of yen	499.7	480.0	512.9	572.5	571.0	585.4	531.5	585.0	660.4	700.7	822.7	777.4
Total assets	Billions of yen	1,126.2	1,075.8	1,117.8	1,270.5	1,267.8	1,298.0	1,244.2	1,291.3	1,386.4	1,441.3	1,628.5	1,565.3
Net interest-bearing debt	Billions of yen	158.6	125.1	114.4	139.5	138.0	141.0	193.2	167.5	137.5	131.3	74.9	121.4
Capital expenditures	Billions of yen	68.4	63.1	66.4	66.6	75.2	75.2	75.0	50.7	44.4	62.3	65.1	96.9
Depreciation and amortization	Billions of yen	57.0	58.4	56.0	60.4	66.9	64.3	64.6	63.0	66.9	69.4	72.3	71.7
Research and development expenses	Billions of yen	41.3	46.2	48.2	55.2	63.6	63.6	64.7	52.1	47.5	51.3	58.9	55.8
Cash flows	Cash flows from operating activities	Billions of yen	103.3	110.1	99.2	100.0	103.0	104.1	62.3	91.7	67.0	78.2	80.2
	Cash flows from investing activities	Billions of yen	-62.0	-59.9	-68.0	-99.0	-75.3	-75.2	-91.7	-52.5	-25.2	-52.1	-75.9
	Cash flows from financing activities	Billions of yen	-36.4	-49.3	-22.1	60.2	-26.5	-27.3	34.2	-57.9	-43.5	-28.7	-52.0
	Cash and cash equivalents	Billions of yen	65.4	61.6	70.2	132.6	132.4	134.8	118.6	124.2	123.8	167.0	119.0
Financial index	Business profit ratio	%	—	—	—	—	4.7	2.6	1.3	3.0	3.7	3.9	3.4
	Operating income ratio	%	5.5	5.9	5.9	5.6	4.4	4.2	1.1	1.0	2.5	2.9	2.0
	Ordinary income ratio	%	5.9	5.8	5.9	5.7	4.6	—	—	—	—	—	—
	ROA	%	3.9	4.4	4.3	4.2	1.9	2.1	-0.3	0.1	1.5	2.4	0.9
	ROE	%	9.8	10.5	10.1	9.7	4.6	5.0	-0.7	0.2	3.5	5.3	1.8
	Equity ratio	%	42.0	42.3	43.6	41.7	42.3	42.4	40.1	42.7	45.0	46.3	47.6
	Net D/E ratio	Times	0.34	0.27	0.23	0.26	0.26	0.39	0.30	0.22	0.20	0.09	0.16
	Inventory turnover months	Months	1.5	1.4	1.4	1.4	1.4	1.6	1.8	1.7	1.7	1.6	1.7
Share information	Market capitalization	Billions of yen	6,440	5,011	5,935	5,410	4,675	4,675	2,523	3,879	3,309	3,504	3,592
	Number of shares issued	Thousands of shares	343,286	343,286	343,286	343,286	343,286	343,286	343,286	343,286	343,286	343,286	318,608
	Dividends per share	Yen	34	42	42	43	44	44	38	16	18	30	50
	DOE	%	—	—	—	—	—	2.5	1.0	1.1	1.6	1.7	2.2
	Payout ratio	%	27.4	29.6	30.3	29.7	61.2	55.4	—	685.2	29.8	30.0	123.9
	Number of employees	Persons	43,912	43,938	44,528	49,589	49,693	49,693	49,933	48,332	47,167	46,053	45,018
Exchange rate	USD	Yen	109.93	120.14	108.38	110.85	110.91	110.91	108.74	106.06	112.38	135.47	152.58
	EUR	Yen	138.77	132.58	118.79	129.70	128.41	128.41	120.82	123.70	130.56	140.97	163.75

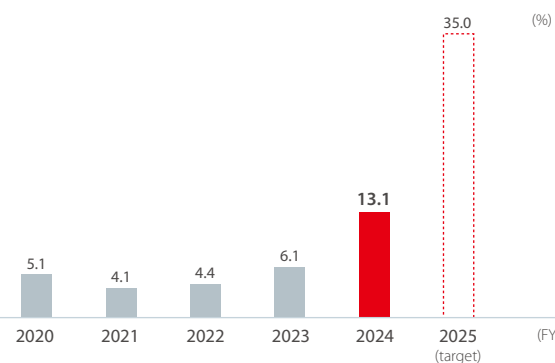
Non-Financial Highlights

CO₂ emissions for internal production (global)



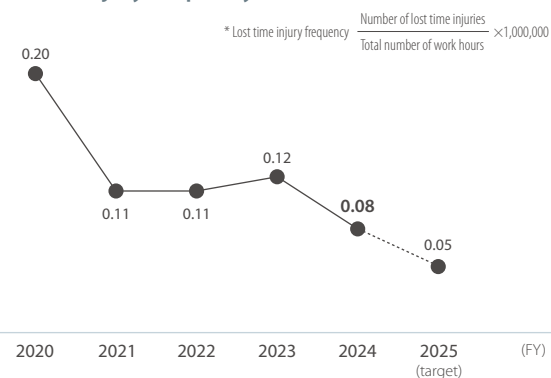
We will continue to promote thorough energy conservation activities and energy greening through participation and ownership toward the target of reducing CO₂ emissions by 60% from FY2013 levels by FY2030.

Renewable energy introduction rate (global)



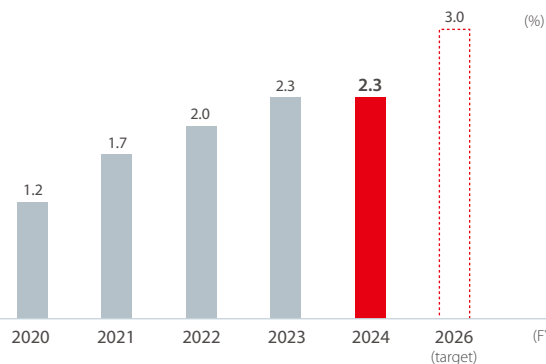
To achieve carbon neutrality, we are advancing efforts to reach the 2025 target of 35% renewable energy introduction rate.

Lost time injury frequency rate*



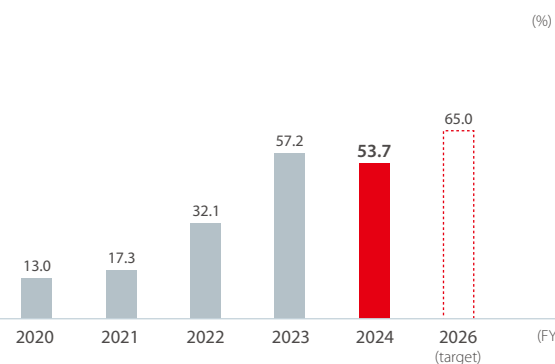
We are taking action to reduce injuries even further under the leadership of top management, who are directing "safety first."

Ratio of female managers



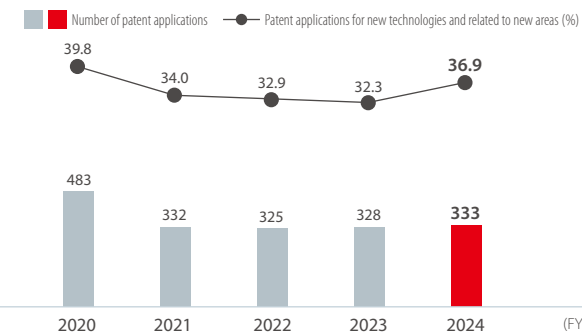
Until now, we have set a target of 40 or more female managers and 50% or more male employees taking childcare leave by FY2025, but we have set a higher target (3.0% female managers). We will promote D&I and create workplaces so that we can achieve our goals.

Acquisition rate for childcare leave by male employees



While we have set a target of 50% or more male employees taking childcare leave by FY2025, this goal was met in FY2023. Consequently, a higher target has been set: 65% or more male employees taking childcare leave by FY2026.

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.

Five-Year of Non-Financial Data

			Unit	FY2020	FY2021	FY2022	FY2023	FY2024	
Contributing through Monozukuri	Products [Consolidated]	Contribution to CO ₂ emissions reduction through products*1	Thousand tons	812	130	225	575	339	
	Research and Development [Nonconsolidated]	Number of patent applications Cases	Cases	483	332	325	328	333	
		Patent applications for new technologies and related to new areas	%	39.8	34.0	32.9	32.3	36.9	
	Environment [Consolidated]	Prevention of global warming	Total CO ₂ emissions for internal production	Thousand tons	556	656	617	646	602
			Renewable energy introduction rate	%	5.1	4.1	4.4	6.1	13.1
		Effective use of resources	Waste emissions basic unit	Tons/100 million yen	8.51	8.10	7.88	7.84	6.53
			Water usage basic unit	Thousand m ³ / 100 million yen	1.02	0.90	0.81	0.74	0.69
	Environment [Nonconsolidated]	Prevention of global warming	Total CO ₂ emissions for internal production	Thousand tons	184	223	206	210	202
			Total CO ₂ emissions in logistics	Thousand tons	8.6	9.5	8.9	9.3	8.9
			Renewable energy introduction rate	%	6.6	6.7	6.8	7.9	8.7
		Effective use of resources	Waste emissions basic unit	Tons/100 million yen	4.82	4.83	4.73	4.69	4.65
			Water usage basic unit	Thousand m ³ /100 million yen	1.08	1.00	0.92	0.88	0.87
			Emissions and transfers of substances subject to PRTR legislation (PRTR substances)	t	33	32	31	101	119
			No. of environmental incidents	Cases	0	2	0	1	0
	Establishment of a firm management foundation	Safety and Health [Nonconsolidated]	Lost time injury frequency rate		0.20	0.11	0.11	0.12	0.08
Employees [Nonconsolidated]		Total number of selected human capital pools (number of successor candidates for head of department)	Persons	112	131	96	88	102	
Employees [Nonconsolidated]		Female managers percentage	%	1.20	1.68	2.02	2.30	2.30	
		Female assistant managers percentage	%	5.61	5.90	6.01	6.46	5.48	
		Female employee percentage	%	10.59	10.52	10.07	10.73	8.62	
		Employment rate of persons with disabilities	%	2.23	2.29	2.32	2.32	2.31	
		Acquisition rate for childcare leave (female)	%	100	100	100	100	100	
		Acquisition rate for childcare leave (male)	%	13.0	17.3	32.1	57.2	53.7	
		Education and training time per employee	Hours	3.39	7.02	7.7	7.8	23.4	
Governance [Nonconsolidated]		Number of whistleblowing made	Incidents	47	70	74	96	95	
All data relating to employees [Nonconsolidated]	Number of employees (number of female employees) *2	Persons		14,490 (1,471)	14,303 (1,504)	14,173 (1,427)	14,107 (1,514)	12,729 (1,087)	
	Total number of fixed-term, part-timer, reemployed, and temporary employees			2,458	2,638	2,761	2,974	1,132	
	Job turnover rate within the first 3 years [permanent employees, seasonal recruits, voluntary early retirement]		%	3.51	4.08	2.34	4.48	2.35	
	Number of hires [periodic recruits] (number of female recruits)	Persons	Total	147 (12)	145 (10)	149 (7)	145 (9)	173(16)	
			Administrative	20 (8)	20 (7)	21 (4)	24 (4)	33(9)	
			Technology	53 (3)	52 (2)	50 (0)	43 (2)	55(2)	
			Specialist	73 (1)	73 (3)	78 (3)	78 (3)	85(5)	

*1. Starting in FY2021, we changed the reference year to FY2015, which featured higher efficiency. Activities will be promoted in accordance with the 2025 Environmental Action Plan, toward the objective of reducing emissions by at least 165,000 tons from the FY2015 base.

*2. Including temporary workers, reemployed staff, etc.

Corporate Information (as of March 31, 2025)

Corporate Profile / Stock Information

Company Name	JTEKT Corporation
Head Office Location	1-1, Asahi-machi, Kariya, Aichi 448-8652, Japan
Phone Number	[Head Office] +81-566-25-7211
President	Yoshihito Kondo
Capital	45,591 million yen
Number of Employees	45,018 [Consolidated] 11,153 [Nonconsolidated]
Revenue	1,884,397 million yen [Consolidated]
Business Profit	64,938 million yen
Net Sales	808,034 million yen [Nonconsolidated]
Ordinary Income	73,580 million yen
Number of Consolidated Subsidiaries	115 (Domestic: 25, Overseas: 90)
Securities Code	6473
Number of issued shares	318,608 thousand shares
Share Units	100 shares
Number of Shareholders	32,022
Number of Shareholders	From April 1 to March 31
Regular Shareholders Meetings	Every June
Stock Transfer Agent	Sumitomo Mitsui Trust Bank, Limited
Stock Exchange Listings	Tokyo, Nagoya

Distribution of dividends

	FY2021	FY2022	FY2023	FY2024	FY2025 (Forecast)
Midterm Dividend Per Share (yen)	8	11	16	25	30
Year-End Dividend Per Share (yen)	10	19	20	25	30

Major Shareholders (Top 10)

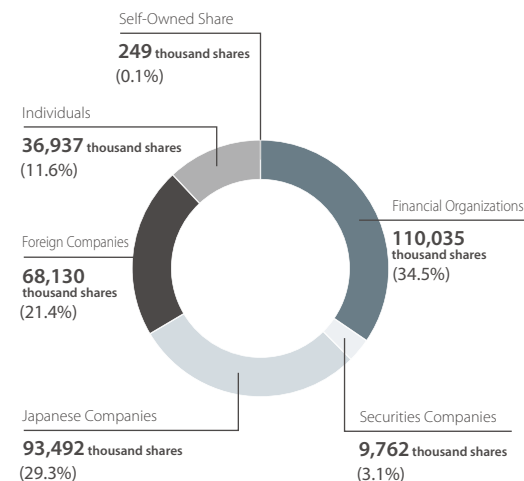
Name of Shareholder	Number of shares (thousands)	Shareholding ratio (%)
TOYOTA MOTOR CORPORATION	77,235	24.3
The Master Trust Bank of Japan, Ltd.	50,708	15.9
Custody Bank of Japan, Ltd.	29,072	9.1
Nippon Life Insurance Company	11,125	3.5
STATE STREET BANK AND TRUST COMPANY	7,198	2.3
JTEKT employee shareholding association	6,246	2.0
NORTHERN TRUST GLOBAL SERVICES SE, LUXEMBOURG RE LUDE RE: UCITS CLIENTS 15.315 PCT NON TREATY ACCOUNT	4,671	1.5
TOYOTA INDUSTRIES CORPORATION	3,906	1.2
Sumitomo Mitsui Trust Bank, Limited	3,817	1.2
JTEKT corporate shareholding association	3,795	1.2

Note: The ratio of shareholding is calculated by deducting the number of treasury stock (249 thousand shares) from the number of shares issued (318,608 thousand shares).

Information on Stock Prices



Breakdown of Shareholders (Percentage of total issued shares)



Awards and Recognition



Inclusion in Sustainability Indexes (as of July 2025)

- FTSE4Good Index Series
- FTSE Blossom Japan Index
- FTSE Blossom Japan Sector Relative Index
- SOMPO Sustainability Index (14 consecutive years)
- S&P/JPX Carbon Efficient Index



FTSE4Good

FTSE Blossom
Japan IndexFTSE Blossom
Japan Sector
Relative Index

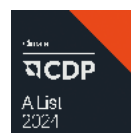
SOMPO Sustainability Index

S&P/JPX
Carbon
Efficient
Index

External Evaluation and Certifications (FY2024)

CDP2024: Highest Rating of "A" in the Climate Change Category

JTEKT has been highly evaluated for its efforts in addressing climate change, receiving an A rating, the highest possible rating out of an eight-point scale, in the "climate change" category of a survey conducted by CDP, an international environmental non-profit organization, earning it a leadership level rating. In addition, we were also awarded an A- rating, the second highest possible rating, in the "water security" category.



Certified as a 2025 "White 500" Health & Productivity Management Outstanding Organization (Large Enterprise Category)

For more details, please visit: <https://www.jtekt.co.jp/news/2025/004388.html>
(Japanese)



JTEKT Group Obtains SBT (Science Based Targets) Certification



DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Certified as an "Environmentally Sustainable Company" at the 6th ESG Finance Awards Japan



Award (2024)

Won Best Paper Award at IEEE International Conference for the First Time for Our Paper about Pairdriver(R) Automated Steering Control System

At the 4th IEEE International Conference on Human-Machine Systems held in Toronto, Canada, in May 2024, our paper titled "The Haptic Link Enabling Driver-Automation Teaming," which details our developed Pairdriver™ technology, was selected from among 177 papers submitted by industry and academia to receive the highest honor, the Best Paper Award, marking the first time JTEKT has been honored with this distinction.

For more details, please visit: <https://www.jtekt.co.jp/news/2024/003849.html>
(Japanese)



High Heat-Resistant Lithium-Ion Capacitor "Libuddy™" Wins the 21st 2024 Super Manufacturing Parts Award "Mobility-related Parts Award"

Our high-temperature-resistant lithium-ion capacitor "Libuddy™" has been recognized for improving the vehicle-mounted performance of power supply products, and has won the Mobility-related Parts Award at the 21st 2024 Super Monozukuri Parts Grand Prize, hosted by the Nikkan Gogyo Shimbun.

For more details, please visit: <https://www.jtekt.co.jp/news/2024/004155.html>
(Japanese)



Received the Invention Award at the FY2024 National Commendation for Invention for Our "Low-Power Hydrostatic Bearing" for Grinding Wheel Spindles

JTEKT received the Invention Award at the 2024 National Invention Awards hosted by the Japan Institute of Invention and Innovation. The award was given in recognition of our patented technology for "low-power hydrostatic bearings" used in grinding wheel spindles. This patented technology contributes to improving the performance of "hydrostatic bearings," which support grinding wheel spindles using the force of pressurized lubricating oil.

For more details, please visit: <https://www.jtekt.co.jp/news/2024/003929.html>
(Japanese)

