Financial results for the 2nd Quarter of fiscal year ending March 2027

November 4th, 2026

JTEKT CORPORATION

Overview of Financial results

Result	■ **Revenue increased YoY**, driven by favorable foreign exchange effects, recovery of tariffs and inflation related costs from customers, and higher sales in North America and Asia, despite the impact of planned structural reforms in Europe. ■ **Business profit increased YoY**, supported by the effects of structural reforms in Europe and North America, reductions in extra costs in North America and cost improvement activities, despite the impact of U.S. tariffs and inflation related costs incurred ahead of customer recovery.
Forecast	■ **Revenue and business profit forecasts revised upward**, reflecting the second-quarter results and the steady accumulation of benefits from structural reforms in Europe and North America and cost improvement activities. **Revenue 19,200 / Business profit 950** (Unit: 100M of yen) ■ Meanwhile, **Forecasts for operating profit and profit for the period are maintained**, reflecting an update of restructuring expenses and continued uncertainty regarding future financial income and expenses. **Operating profit 750 / Profit for the period 500** (Unit: 100M of yen)
Share holder returns	■ **FY2026 dividend forecast maintained at 70 yen** per share annually. (Interim 35 yen / Year-end 35 yen, **DOE 2.8%**)

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1-1) FY2026 Q2 Results – Consolidated performance

- **Revenue increased YoY**, driven by favorable foreign exchange effects and higher sales in North America and Asia, despite the impact of structural reforms in Europe.
- **Business profit increased YoY**, supported by the effects of structural reforms in Europe and North America and cost improvement activities, despite the impact of U.S. tariffs and inflation.
- **Profit for the period increased YoY**, reflecting higher business profit, despite the recognition of restructuring expenses related to the European structural reforms.

(Ratio to revenue) Unit:100M of yen

	FY2025 Q2		**FY2026 Q2**		Change	Change ratio
Revenue		9,301		**9,707**	+406	+4.4%
Business profit *1	(3.6%)	331	**(5.2%)**	**506**	+175	+52.8%
Operating profit	(2.8%)	260	**(3.7%)**	**360**	+99	+38.4%
Profit before income taxes	(2.5%)	236	**(3.4%)**	**332**	+95	+40.3%
Profit for the period *2	(1.3%)	121	**(2.2%)**	**217**	+95	+78.8%
Foreign Exchange USD		146.04 JPY		**159.37 JPY**	+13.33 JPY	
EUR		168.06 JPY		**184.35 JPY**	+16.29 JPY	

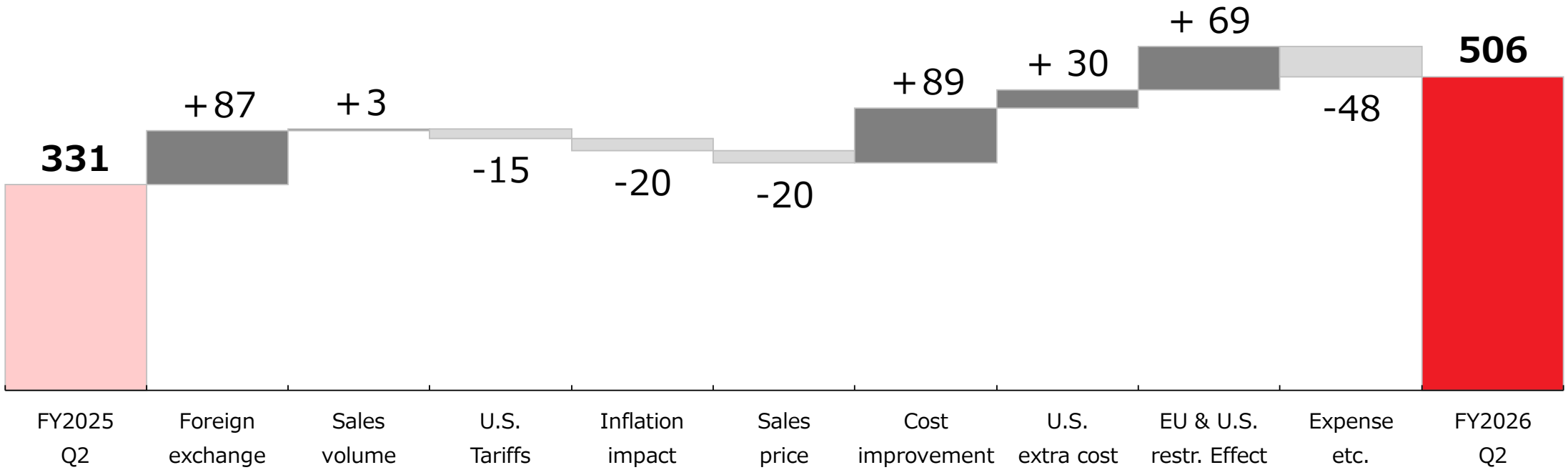
(*1) Our own management profit after deducting "cost of revenue" and "selling, general and administrative expenses" from "Revenue"

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

1-2) FY2026 Q2 Results – Business profit analysis

- **Business profit increased significantly**, driven by structural reforms, loss-cost reduction initiatives, and cost improvements.
- Actions are underway to fully offset higher costs from U.S. tariffs and inflation, particularly labor cost inflation, in the second half.

Unit : 100M of yen

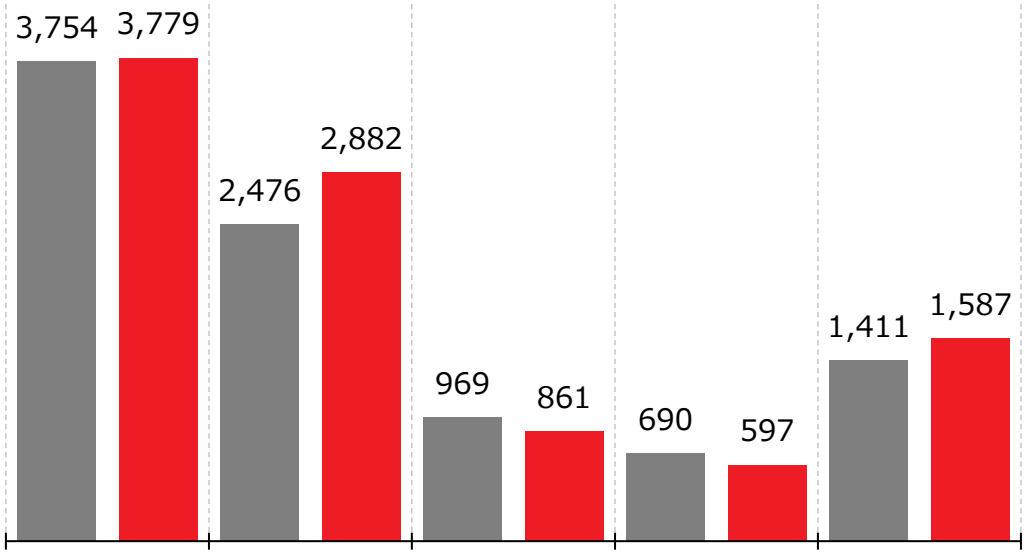


1-3) FY2026 Q2 Results – by Region

■ **All regions remained profitable**, including Europe, which benefited significantly from structural reforms.
China was the only region to report a decline in profit, due to significant decrease in revenue.

Revenue

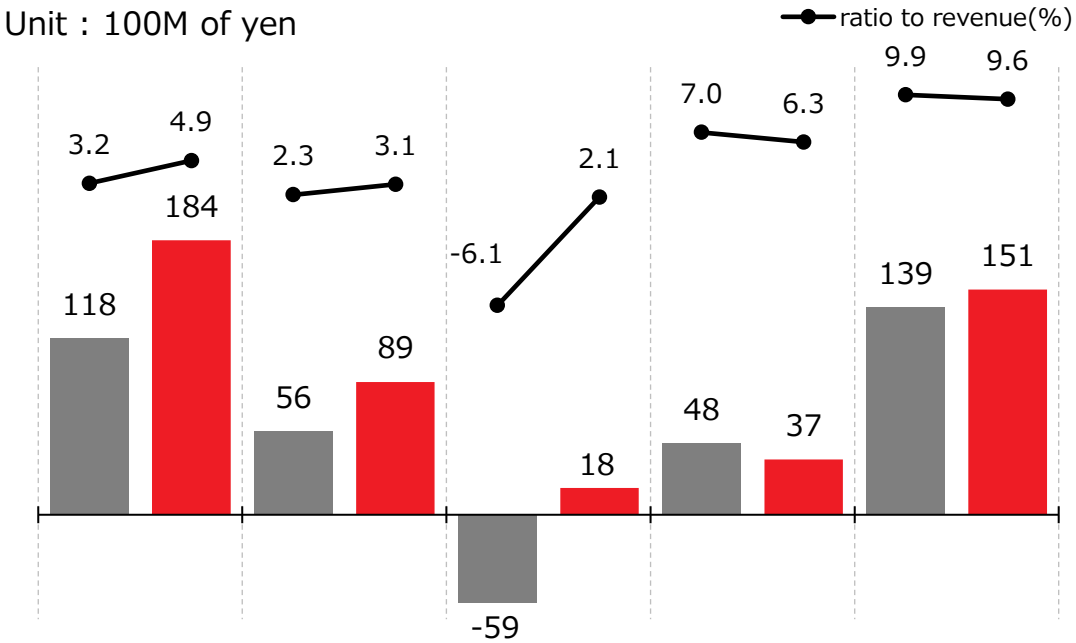
Unit : 100M of yen



Japan	North America	Europe	China	Asia & Others
Change [Change Ratio]				
+24 [+0.7%]	+406 [+16.4%]	-107 [-11.1%]	-93 [-13.5%]	+176 [+12.5%]

Business Profit

Unit : 100M of yen

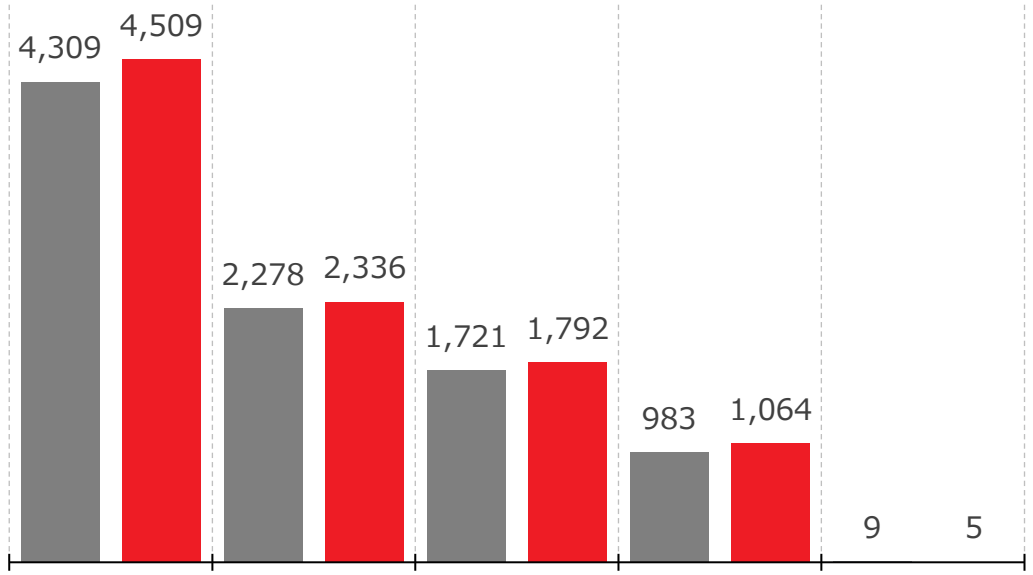


Japan	North America	Europe	China	Asia & Others
Change [Change Ratio]				
+65 [+55.5%]	+32 [+56.7%]	+77 [-%]	-10 [-22.4%]	+12 [+8.9%]

■ Steering was the largest contributor to consolidated profit, driven by the significant benefits of European structural reforms and cost improvement activities.

Revenue

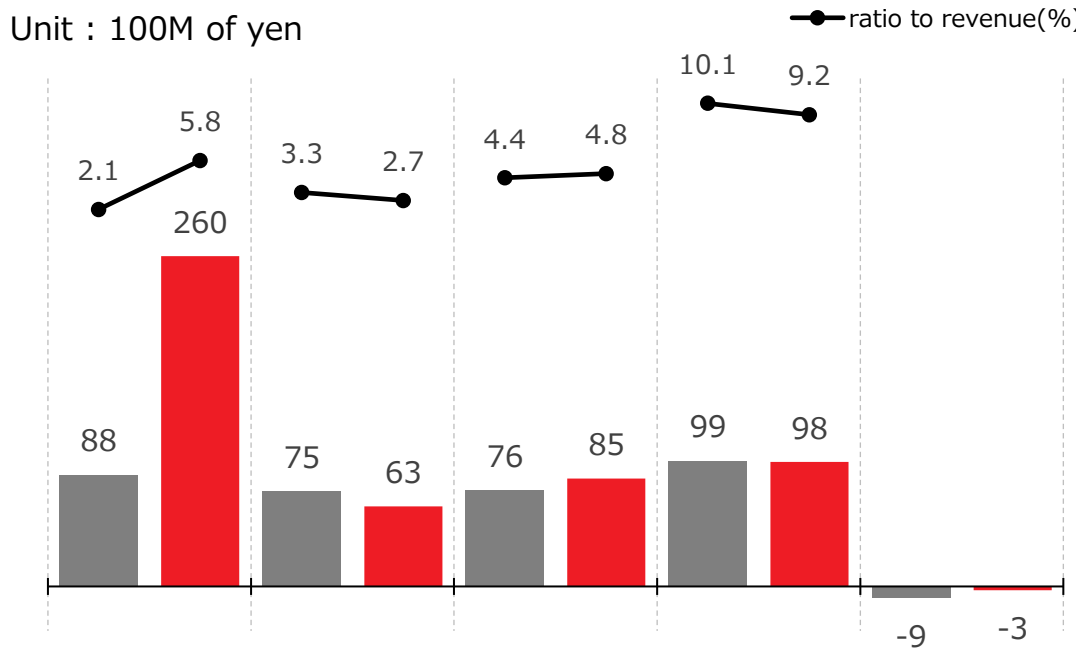
Unit : 100M of yen



Steering Systems	Drivelines	Industrial & Bearings	Machine tools	Others
Change [Change Ratio]				
+200 [+4.6%]	+57 [+2.5%]	+70 [+4.1%]	+81 [+8.3%]	-3 [-42.0%]

Business Profit

Unit : 100M of yen



Steering Systems	Drivelines	Industrial & Bearings	Machine tools	Others
Change [Change Ratio]				
+171 [+194.1%]	-12 [-16.5%]	+9 [+11.9%]	-0 [-1.0%]	+6 [-%]

Agenda

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2-1) FY2026 Forecast – Consolidated performance

■ **Revenue and business profit forecasts revised upward**, reflecting the steady accumulation of benefits from structural reforms in Europe and North America and cost improvement activities.

Unit : 100M of yen

		FY2025 Actual		FY2026 Disclosed Q1		**FY2026 Disclosed Q2**		Change	Change ratio
Revenue			19,249		18,800		**19,200**	+400	+2.1%
Business profit	*1	(3.9%)	756	(4.8%)	900	**(4.9%)**	**950**	+50	+5.6%
Operating profit		(1.3%)	248	(4.0%)	750	**(3.9%)**	**750**	—	—
Profit before income taxes		(1.4%)	273	(3.7%)	700	**(3.6%)**	**700**	—	—
Profit for the period	*2	(0.6%)	119	(2.7%)	500	**(2.6%)**	**500**	—	—
Foreign Exchange	USD		150.77 JPY		156.00 JPY		**157.00 JPY**	+1.00 JPY	
	EUR		174.79 JPY		181.00 JPY		**182.00 JPY**	+1.00 JPY	
Earnings per share			37.62 JPY		157.07 JPY		**157.06 JPY**	-0.01 JPY	

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

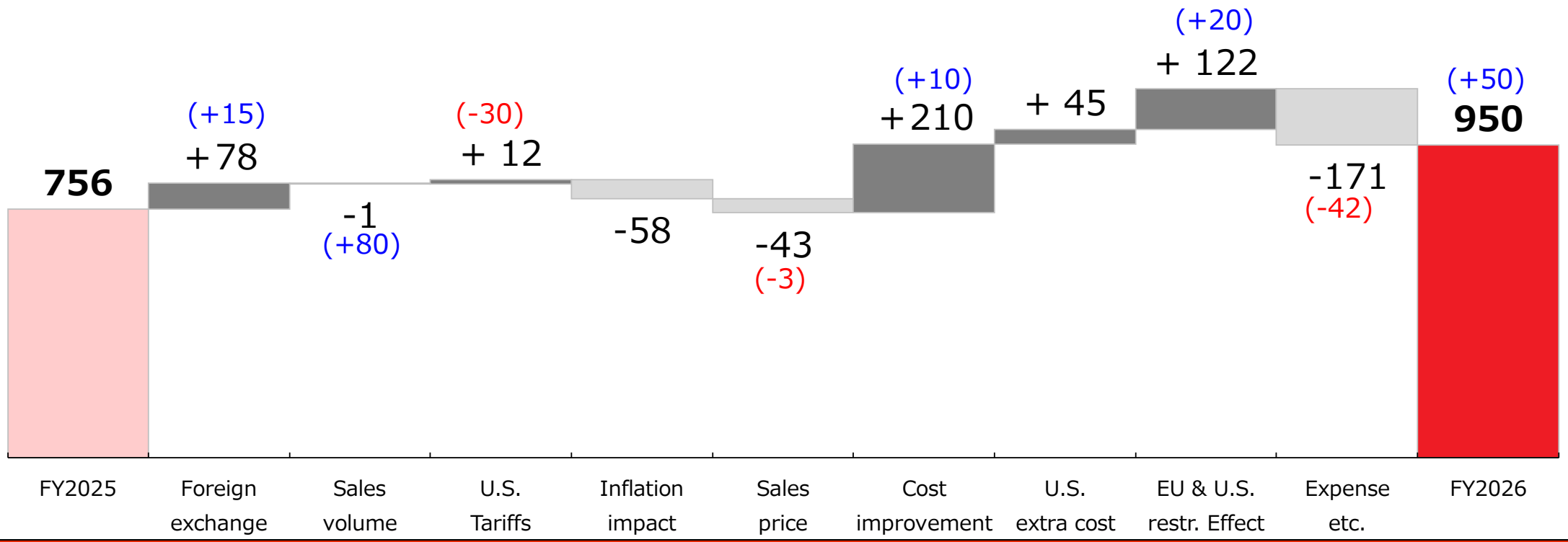
(*2) Profit attributable to owners of the parent company

2-2) FY2026 Forecast – Business profit analysis

- Despite a flat sales outlook, **record-high profit is expected**, driven by cost improvements and the full realization of structural reform benefits in Europe and North America.
- **Forecast has been revised upward from the previous outlook**, reflecting first-half results and steady progress in cost improvement and structural reform initiatives.

() : Change from previous forecast

Unit : 100M of yen

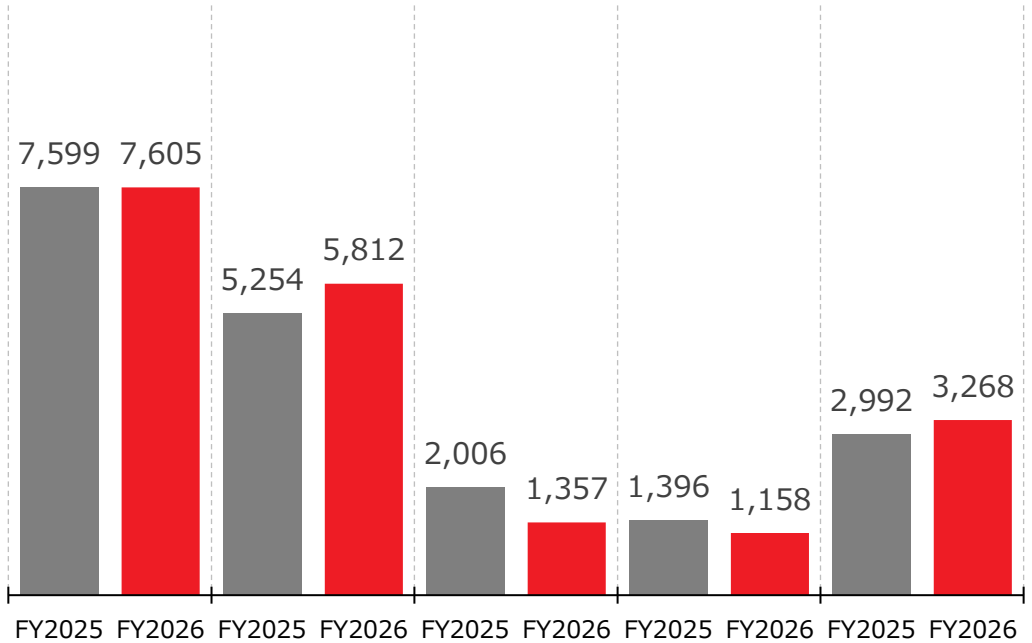


2-3) FY2026 Forecast – by Region

■ Europe: Returned to profitability one year ahead of schedule, driven by structural reform benefits.

Revenue

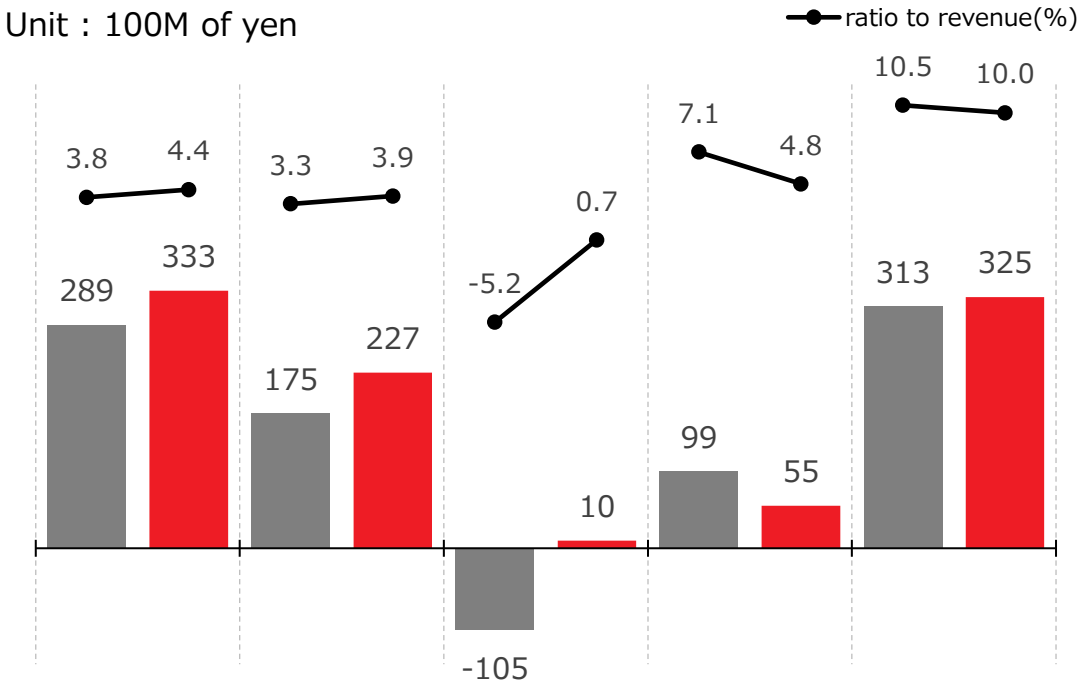
Unit : 100M of yen



Japan	North America	Europe	China	Asia & Others
Change [Change Ratio]				
+5 [+0.1%]	+558 [+10.6%]	-650 [-32.4%]	-238 [-17.1%]	+275 [+9.2%]

Business Profit

Unit : 100M of yen



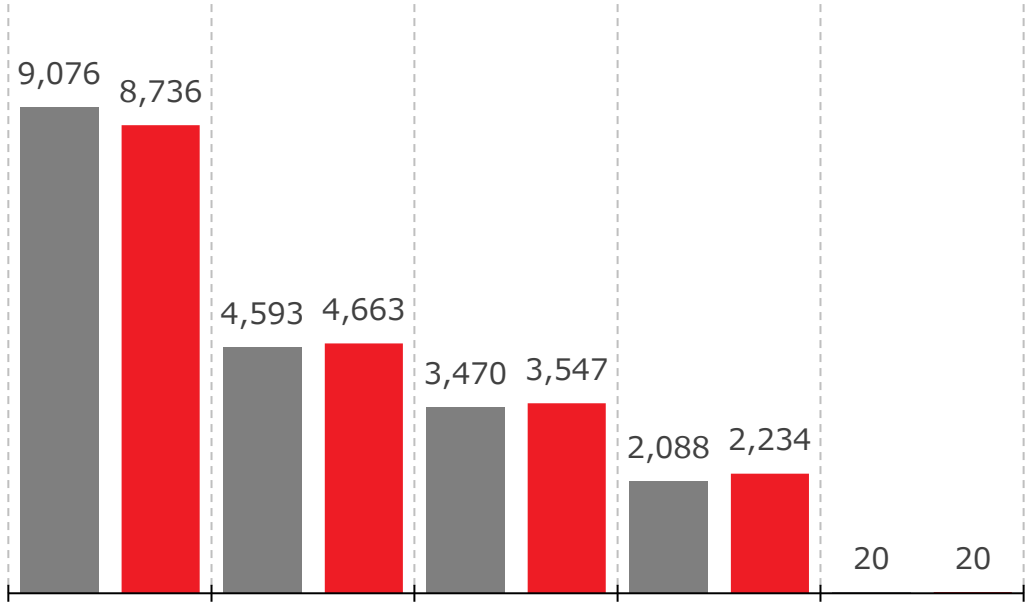
Japan	North America	Europe	China	Asia & Others
Change [Change Ratio]				
+43 [+14.8%]	+52 [+29.5%]	+115 [-%]	-44 [-44.1%]	+11 [+3.6%]

2-4) FY2026 Forecast – by Business unit

■ Steering is expected to continue driving overall performance, benefiting significantly from European structural reforms and cost improvement initiatives.

Revenue

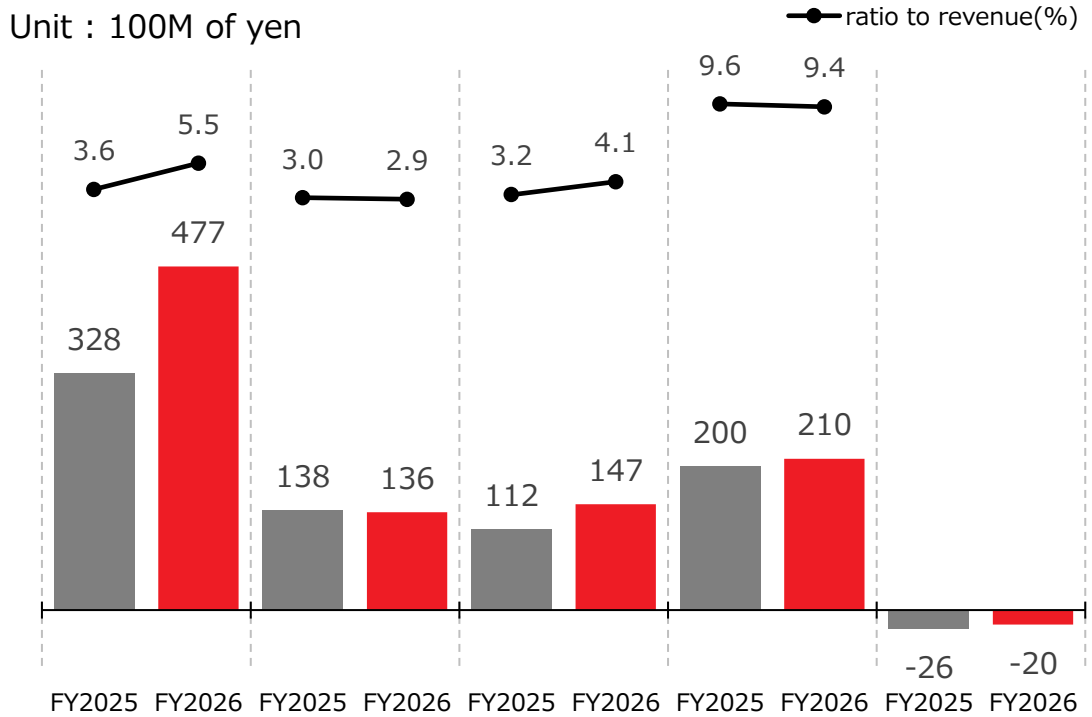
Unit : 100M of yen



Steering Systems	Drivelines	Industrial & Bearings	Machine tools	Others
Change [Change Ratio]				
-340 [-3.8%]	+70 [+1.5%]	+76 [+2.2%]	+146 [+7.0%]	-0 [-2.5%]

Business Profit

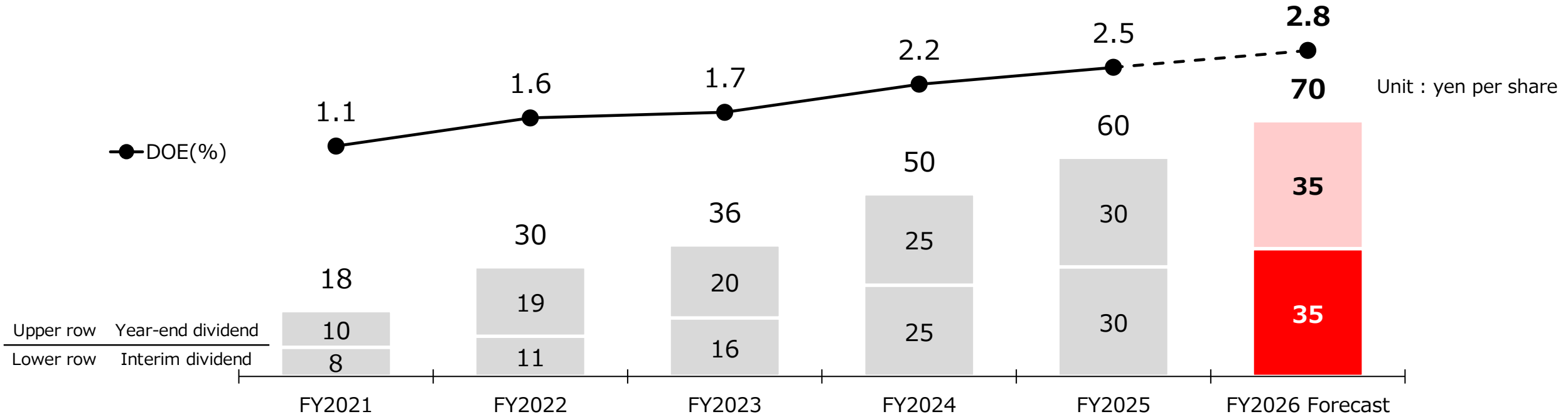
Unit : 100M of yen



Steering Systems	Drivelines	Industrial & Bearings	Machine tools	Others
Change [Change Ratio]				
+148 [+45.2%]	-3 [-2.0%]	+34 [+30.7%]	+9 [+4.7%]	+6 [-%]

2-5) Shareholder Returns

■ Dividend forecast maintained.
FY2026 dividend forecast: **70 yen per share annually.**
(Interim 35 yen / Year-end 35 yen, **DOE 2.8%**)



1st Mid-Term Management Plan
Based on Dividend payout ratio

2nd Mid-Term Management Plan
Based on DOE

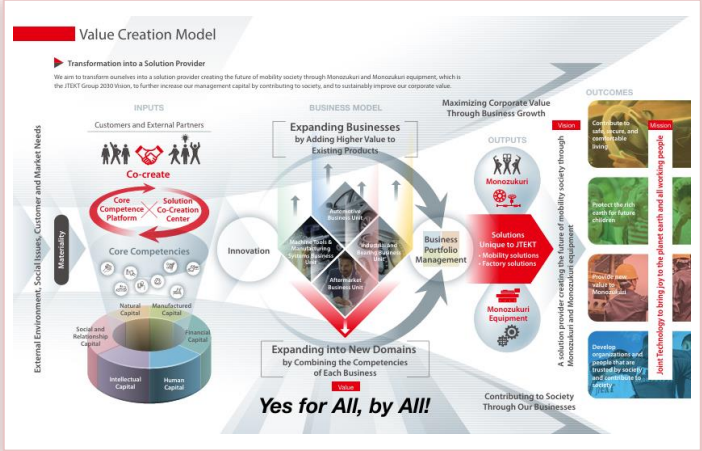
Profit for the period (100M of yen)	206	342	402	137	119	**500**
Earnings per share (JPY)	60.31	99.94	117.37	40.36	37.62	**157.06**
Dividend payout ratio (%)	29.8	30.0	30.7	123.9	159.5	**44.6**

The JTEKT Report 2026 was released on September 29, 2026

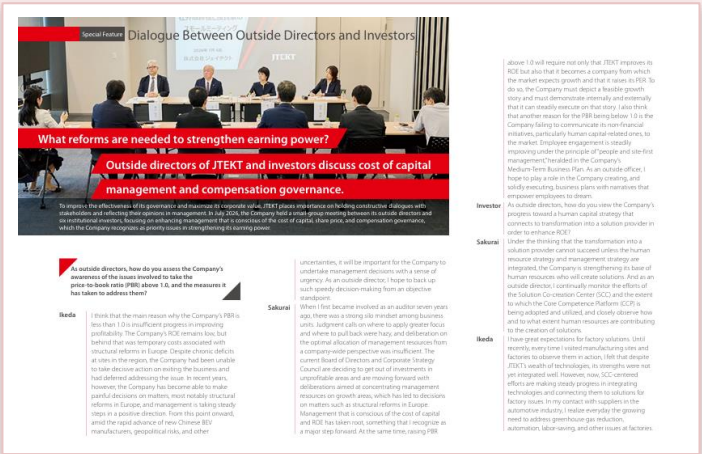
Link: JTEKT Report 2026 | Integrated Report | IR | JTEKT Corporation

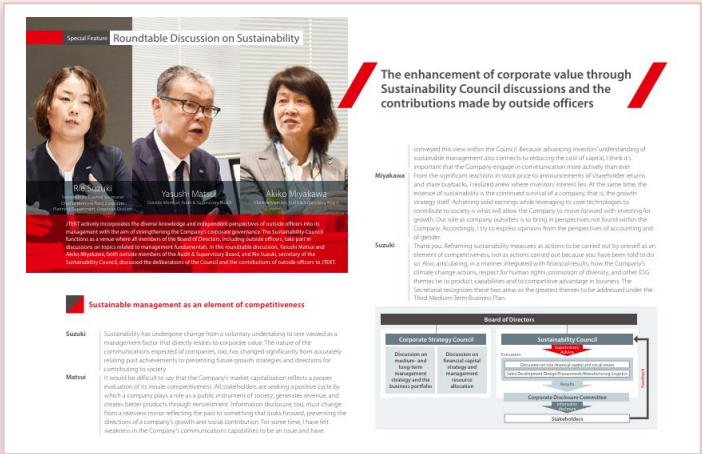












Agenda

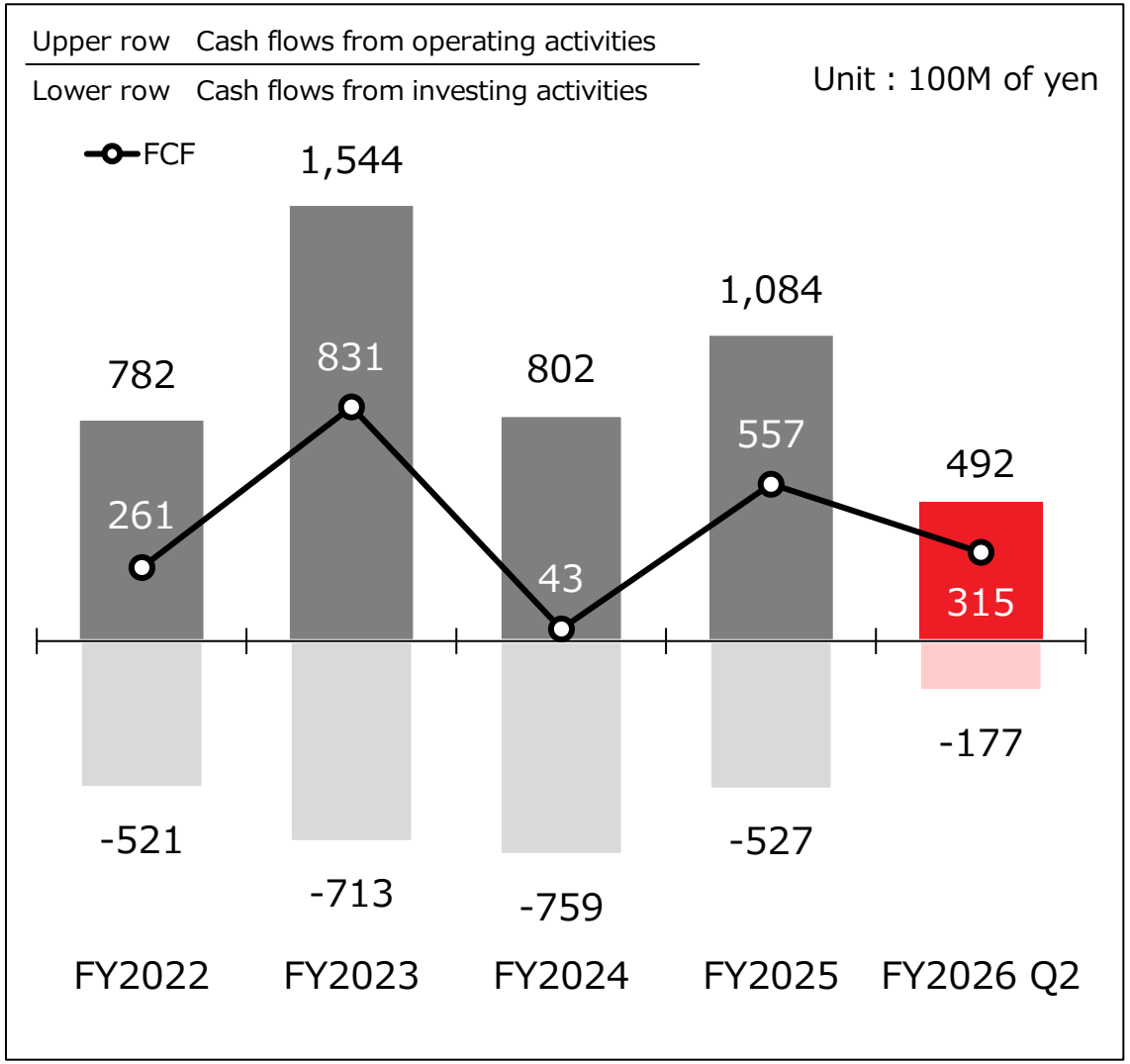
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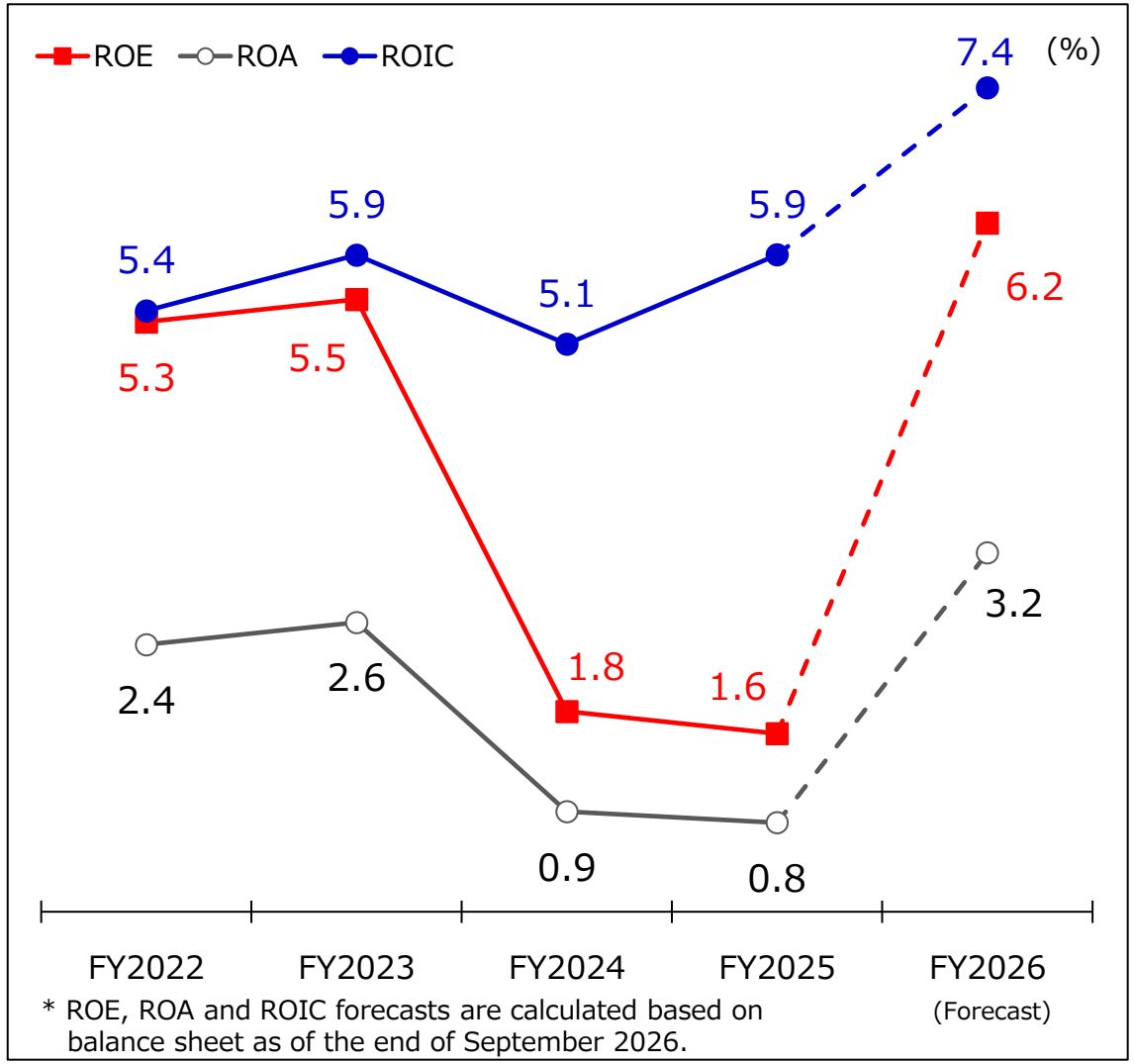
3. Appendix P 16

3-1) Management indicators

Cash Flow



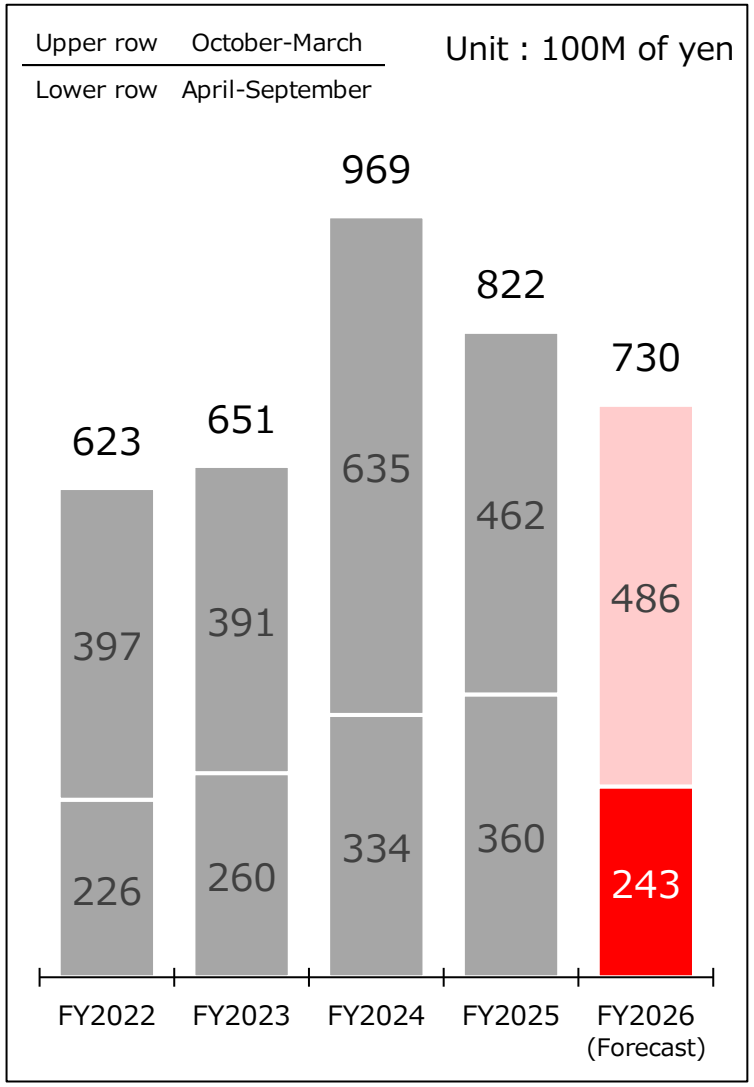
Capital Efficiency Indicators



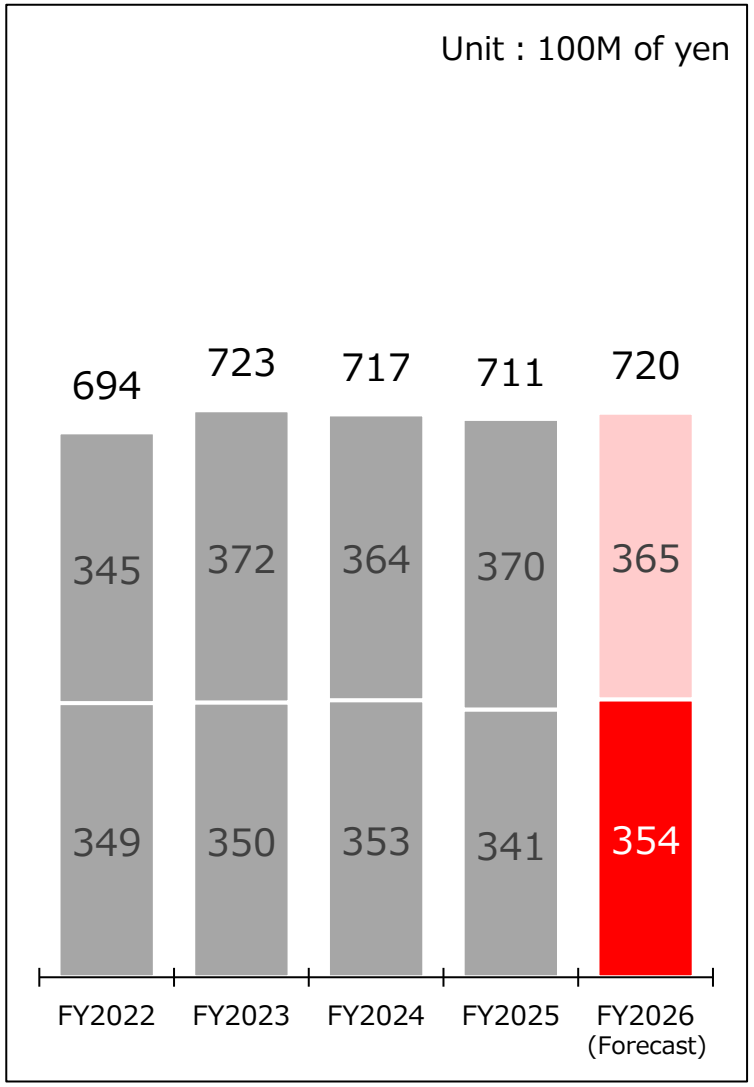
* ROE, ROA and ROIC forecasts are calculated based on balance sheet as of the end of September 2026.

3-2) Management indicators

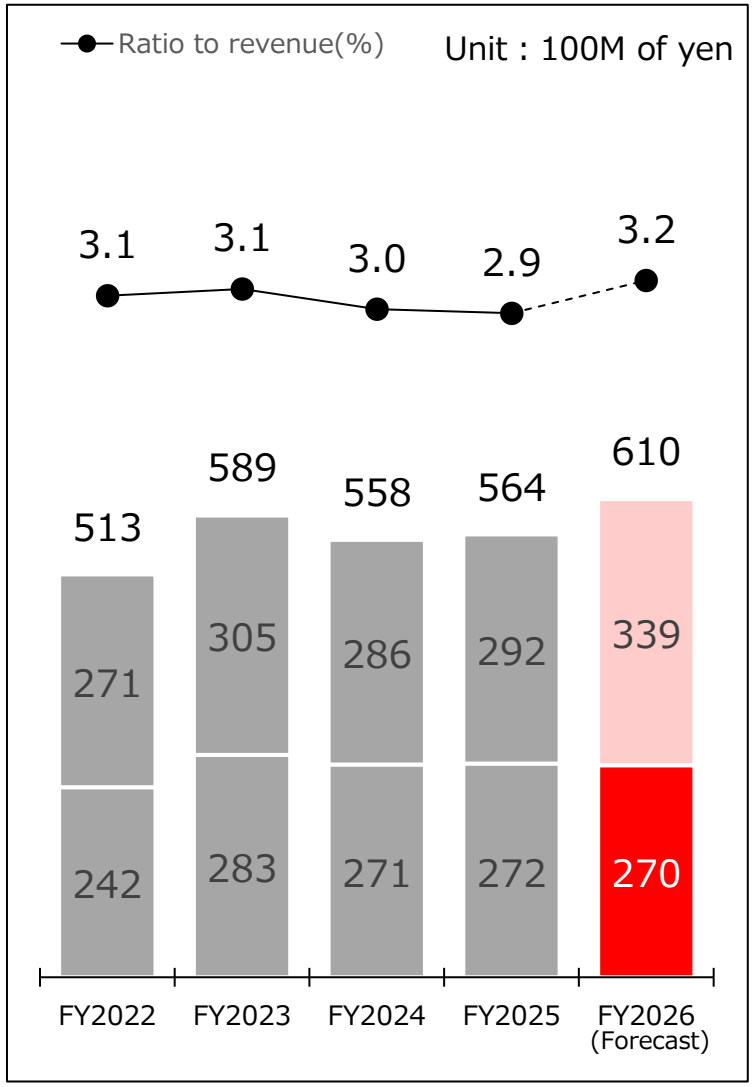
Capital expenditures



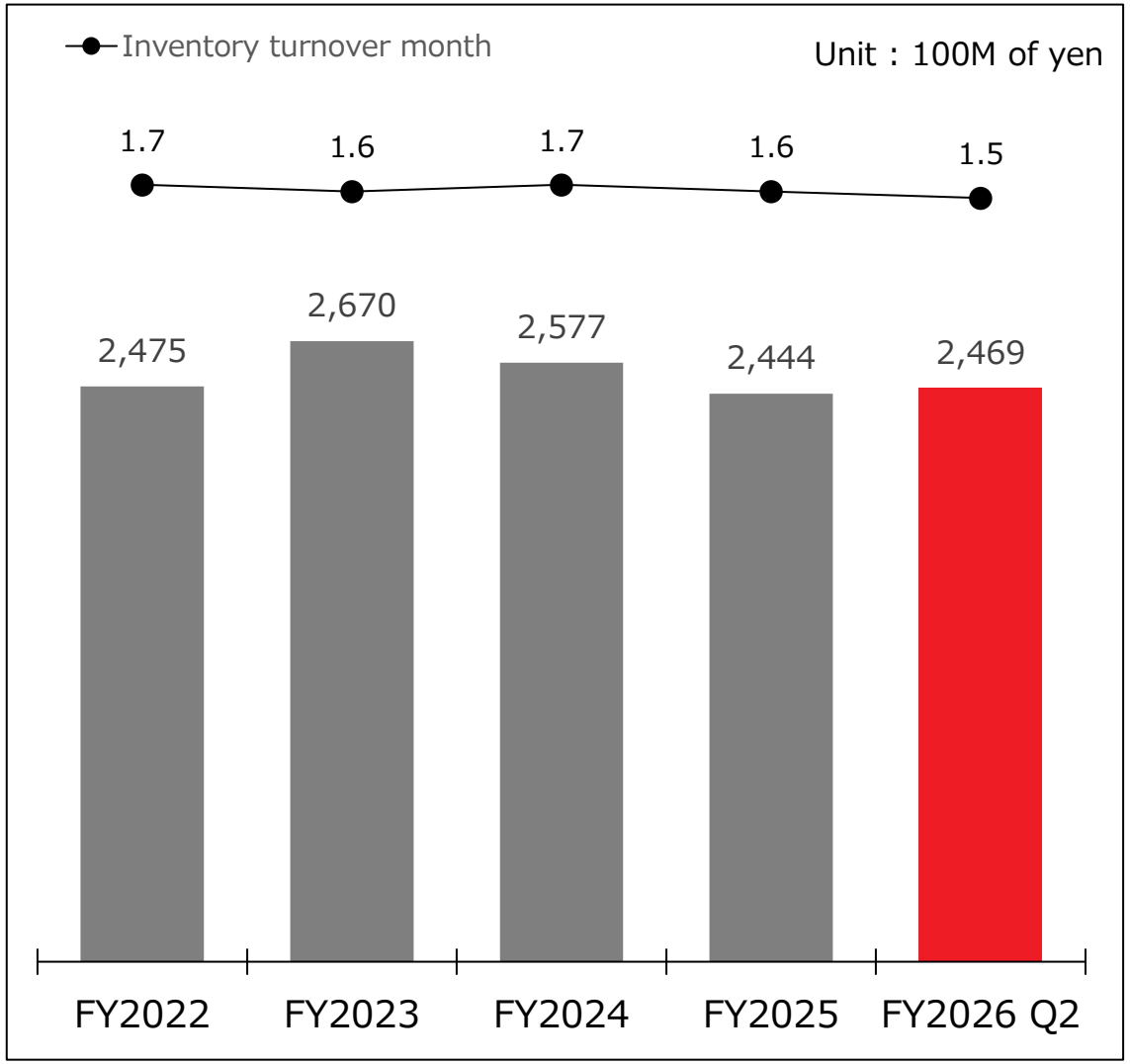
Depreciation & amortization



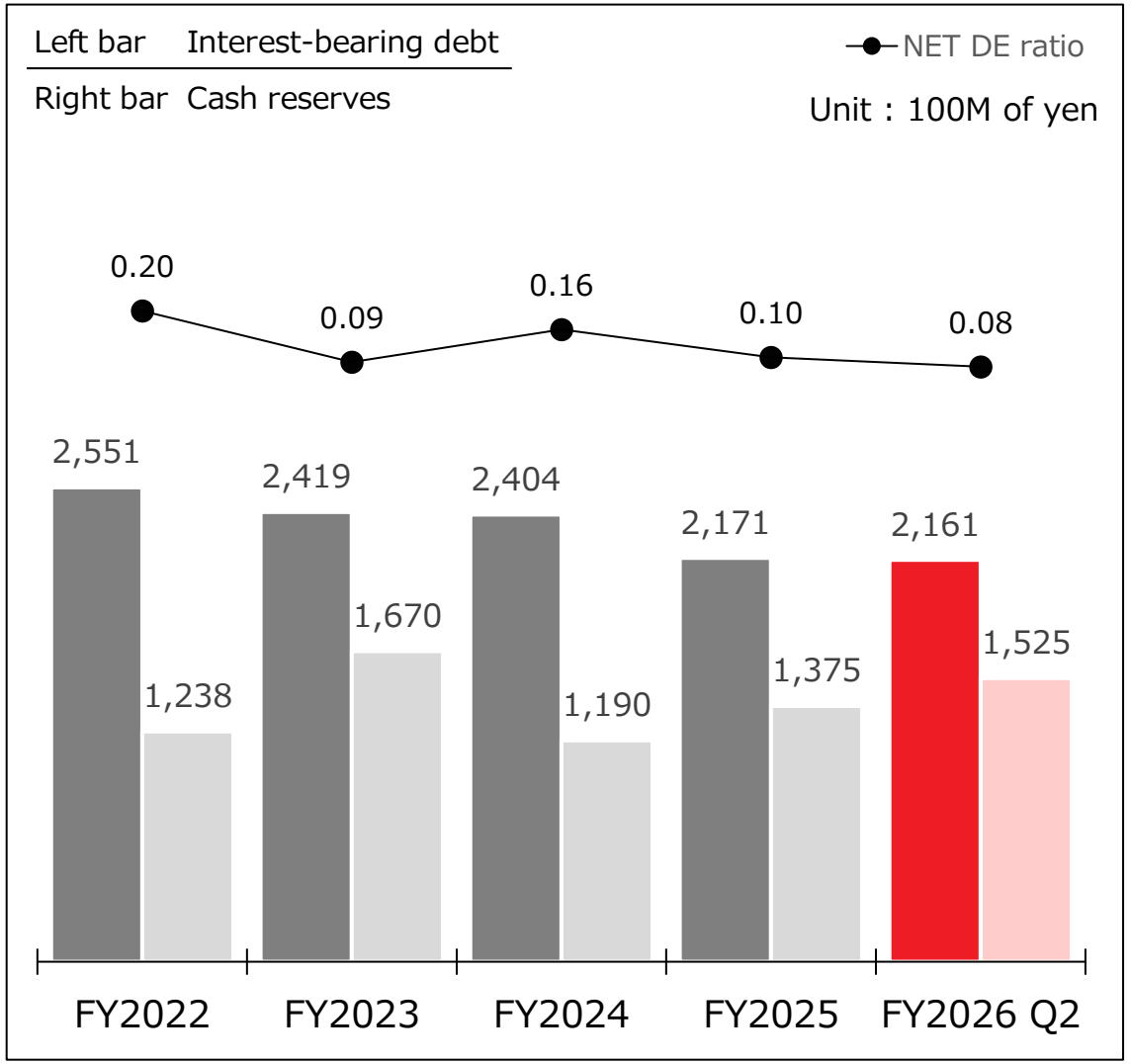
R&D expenses



Inventories



Interest-bearing debt / Cash reserves



3-4-1) Financial statements

Unit : 100M of yen

Assets

Assets	FY2025	**FY2026 Q2**	Change
Cash and cash equivalents	1,375	**1,525**	+150
Trade and other receivables	3,495	**3,378**	-116
Inventories	2,444	**2,469**	+25
Other current assets	677	**177**	-499
Property, plant and equipment	4,981	**4,861**	-119
Other non-current assets	2,803	**2,834**	+31
Total assets	15,776	**15,247**	-529

Liabilities and equity

Liabilities and equity	FY2025	**FY2026 Q2**	Change
Trade and other payables	3,518	**3,397**	-120
Interest-bearing debt	2,171	**2,161**	-9
Other current liabilities	844	**295**	-549
Other non-current liabilities	990	**962**	-27
Equity attributable to owners of the parent company	7,902	**8,094**	+192
Non-controlling interests	350	**336**	-14
Total liabilities and equity	15,776	**15,247**	-529

3-4-2) Financial statements

Unit : 100M of yen

Consolidated Profit and Loss statement

	FY2025 Q2	**FY2026 Q2**	Change
Revenue	9,301	**9,707**	+406
Business Profit	331	**506**	+175
Other income / Other expenses	-71	**-146**	-75
Operating Profit	260	**360**	+99
Financial income / financial costs	-23	**-28**	-4
Income tax expenses / Non-controlling interests	-115	**-114**	+0
Profit attributable to owners of the parent	121	**217**	+95

Consolidated Cash Flow statement

	FY2025 Q2	**FY2026 Q2**	Change
Cash flows from operating activities	428	**492**	+63
Cash flows from investing activities	-404	**-177**	+227
Free Cash flows	24	**315**	+290
Cash flows from financing activities	36	**-146**	-183
Foreign currency translation adjustments	21	**-17**	-39
Net increase (decrease) in cash and cash equivalents	82	**150**	+67
Cash and cash equivalents	1,273	**1,525**	+252

3-5-1) Performance comparison – FY2026 Q2 Results (by Region)

Unit:100M of yen

	Region	FY2025 Q2	**FY2026 Q2**	change		Foreign exchange	**FY2026 Q2** (excluding FX)	Change excluding foreign exchange	
Revenue	Japan	3,754	**3,779**	+24	+0.7%	-	3,779	+24	+0.7%
	North America	2,476	**2,882**	+406	+16.4%	+266	2,615	+139	+5.6%
	Europe	969	**861**	-107	-11.1%	+32	829	-140	-14.4%
	China	690	**597**	-93	-13.5%	+81	515	-174	-25.3%
	Asia & others	1,411	**1,587**	+176	+12.5%	+94	1,493	+81	+5.8%
	Total	9,301	**9,707**	+406	+4.4%	+474	9,233	-68	-0.7%
Business Profit	Japan	118	**184**	+65	+55.5%	+55	129	+10	+8.8%
	North America	56	**89**	+32	+56.7%	+10	78	+21	+37.9%
	Europe	-59	**18**	+77	-%	+0	18	+77	-%
	China	48	**37**	-10	-22.4%	+9	28	-20	-41.6%
	Asia & Others	139	**151**	+12	+8.9%	+11	140	+0	+0.3%
	Elimination	27	**25**	-2	-%	+0	25	-2	-%
	Total	331	**506**	+175	+52.8%	+87	419	+87	+26.4%

3-5-2) Performance comparison – FY2026 Q2 Results (by Business unit)

Unit: 100M of yen

	Business unit	FY2025 Q2	**FY2026 Q2**	change		Foreign exchange	**FY2026 Q2** (excluding FX)	Change excluding foreign exchange	
Revenue	Steering	4,309	**4,509**	+200	+4.6%	+263	4,246	-62	-1.5%
	Drivelines	2,278	**2,336**	+57	+2.5%	+66	2,269	-8	-0.4%
	Automotive	6,587	**6,845**	+258	+3.9%	+329	6,515	-71	-1.1%
	Industrial & Bearings	1,721	**1,792**	+70	+4.1%	+83	1,709	-12	-0.7%
	Machine tools	983	**1,064**	+81	+8.3%	+61	1,003	+19	+2.0%
	Others	9	**5**	-3	-42.0%	+0	5	-3	-42.0%
	Machine tools	992	**1,070**	+77	+7.8%	+61	1,008	+15	+1.6%
	Total	9,301	**9,707**	+406	+4.4%	+474	9,233	-68	-0.7%
Business Profit	Steering	88	**260**	+171	+194.1%	+46	213	+125	+141.8%
	Drivelines	75	**63**	-12	-16.5%	+4	58	-17	-22.7%
	Automotive	164	**323**	+159	+96.8%	+50	272	+108	+65.8%
	Industrial & Bearings	76	**85**	+9	+11.9%	+21	63	-12	-16.3%
	Machine tools	99	**98**	-0	-1.0%	+14	83	-15	-15.9%
	Others	-9	**-3**	+6	-%	+0	-4	+5	-%
	Machine tools	89	**94**	+5	+5.9%	+15	79	-9	-11.1%
	Elimination	1	**3**	+1	-%	+0	3	+1	-%
	Total	331	**506**	+175	+52.8%	+87	419	+87	+26.4%

3-6-1) Quarterly result trend – by Region

Unit : 100M of yen

FY2025	Q1			Q2			Q3			Q4		
	Revenue	Business profit		Revenue	Business profit		Revenue	Business profit		Revenue	Business profit	
Japan	1,809	25	1.4%	1,945	93	4.8%	1,877	86	4.6%	1,967	84	4.3%
North America	1,220	14	1.2%	1,255	42	3.4%	1,270	-1	-0.1%	1,508	120	8.0%
Europe	514	-29	-5.7%	454	-29	-6.6%	463	-33	-7.2%	574	-12	-2.1%
China	329	21	6.7%	361	26	7.3%	377	36	9.7%	328	13	4.2%
Asia & Others	673	61	9.1%	737	78	10.6%	743	66	9.0%	837	107	12.8%
Elimination		46			-19			-18			-25	
Total	4,547	140	3.1%	4,753	191	4.0%	4,731	136	2.9%	5,216	288	5.5%

FY2026	Q1			Q2			Q3			Q4		
	Revenue	Business profit		Revenue	Business profit		Revenue	Business profit		Revenue	Business profit	
Japan	1,815	71	3.9%	1,964	113	5.8%						
North America	1,455	22	1.6%	1,427	66	4.6%						
Europe	568	22	3.9%	292	-3	-1.3%						
China	301	18	6.2%	295	19	6.4%						
Asia & Others	778	78	10.1%	808	73	9.1%						
Elimination		14			11							
Total	4,919	227	4.6%	4,788	279	5.8%						

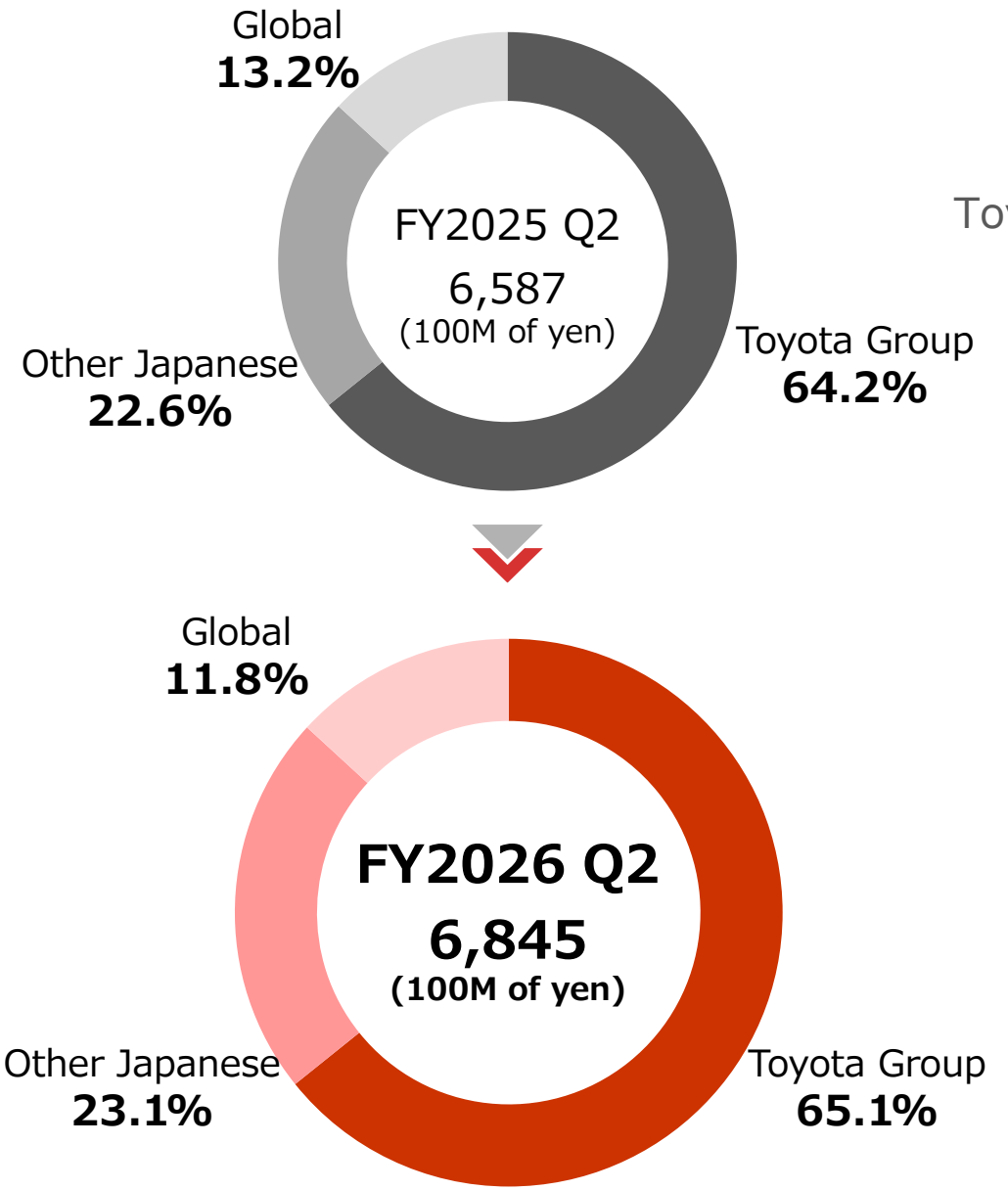
3-6-2) Quarterly result trend – by Business unit

Unit : 100M of yen

FY2025	Q1			Q2			Q3			Q4		
	Revenue	Business profit		Revenue	Business profit		Revenue	Business profit		Revenue	Business profit	
Steering Systems	2,119	32	1.5%	2,189	56	2.6%	2,243	59	2.6%	2,524	180	7.2%
Drivelines	1,119	29	2.6%	1,159	46	4.0%	1,132	23	2.0%	1,182	39	3.4%
Automotive	3,238	61	1.9%	3,348	103	3.1%	3,376	82	2.4%	3,706	220	5.9%
Industrial & Bearings	861	41	4.8%	860	35	4.1%	843	20	2.4%	905	15	1.7%
Machine tools	444	43	9.9%	539	55	10.3%	506	40	8.0%	597	60	10.2%
Others	3	-4		5	-4		4	-6		6	-10	
Machine tools	448	38	8.7%	544	50	9.3%	511	34	6.7%	604	50	8.4%
Elimination		-0			2			0			1	
Total	4,547	140	3.1%	4,753	191	4.0%	4,731	136	2.9%	5,216	288	5.5%

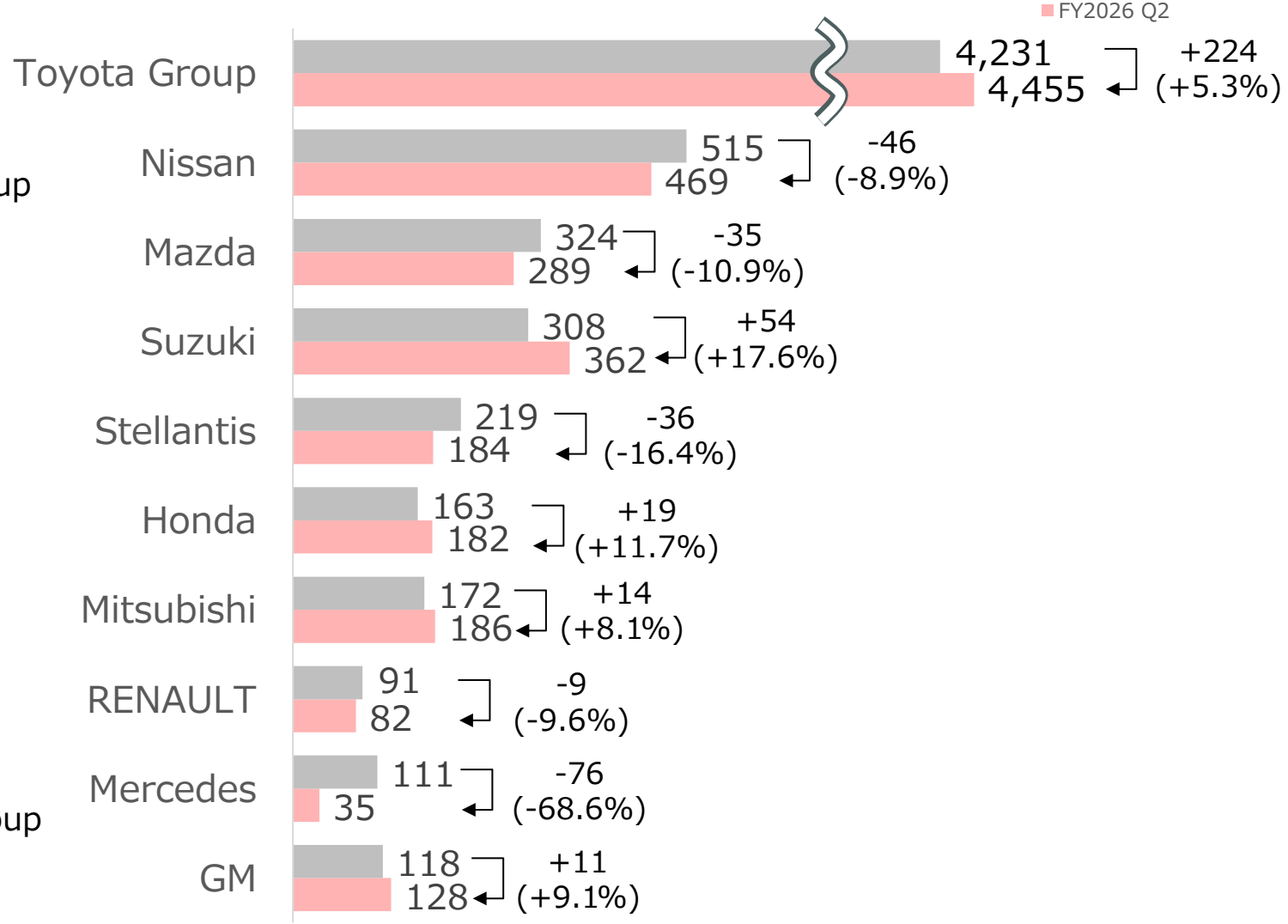
FY2026	Q1			Q2			Q3			Q4		
	Revenue	Business profit		Revenue	Business profit		Revenue	Business profit		Revenue	Business profit	
Steering Systems	2,378	131	5.5%	2,130	128	6.0%						
Drivelines	1,174	26	2.2%	1,162	37	3.2%						
Automotive	3,552	157	4.4%	3,292	165	5.0%						
Industrial & Bearings	881	36	4.2%	910	48	5.3%						
Machine tools	483	38	7.9%	581	60	10.4%						
Others	2	-5		3	1							
Machine tools	485	32	6.8%	585	61	10.5%						
Elimination		0			3							
Total	4,919	227	4.6%	4,788	279	5.8%						

3-7-1) Automotive (Steering/Drivelines) Revenue by Customer

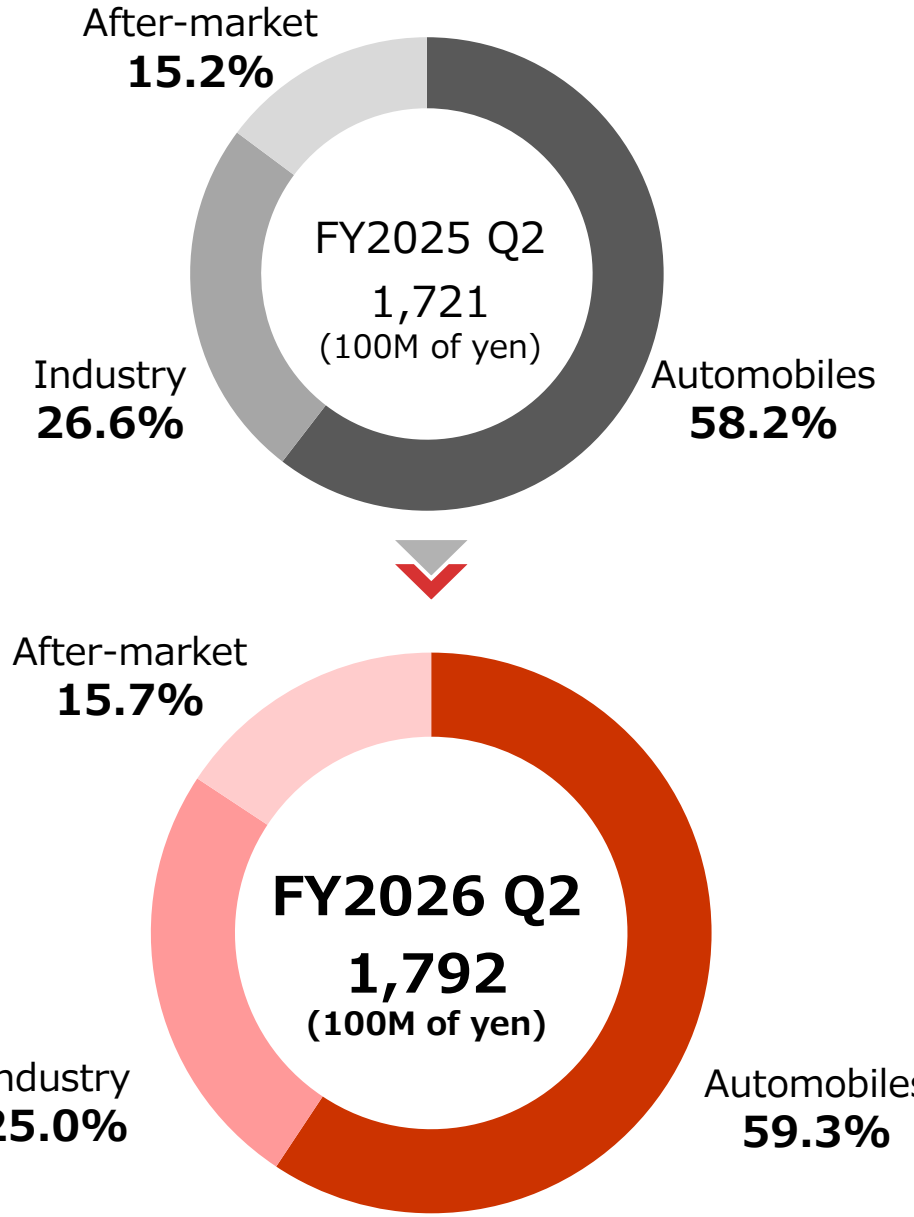


Revenue by major customer

Unit : 100M of yen

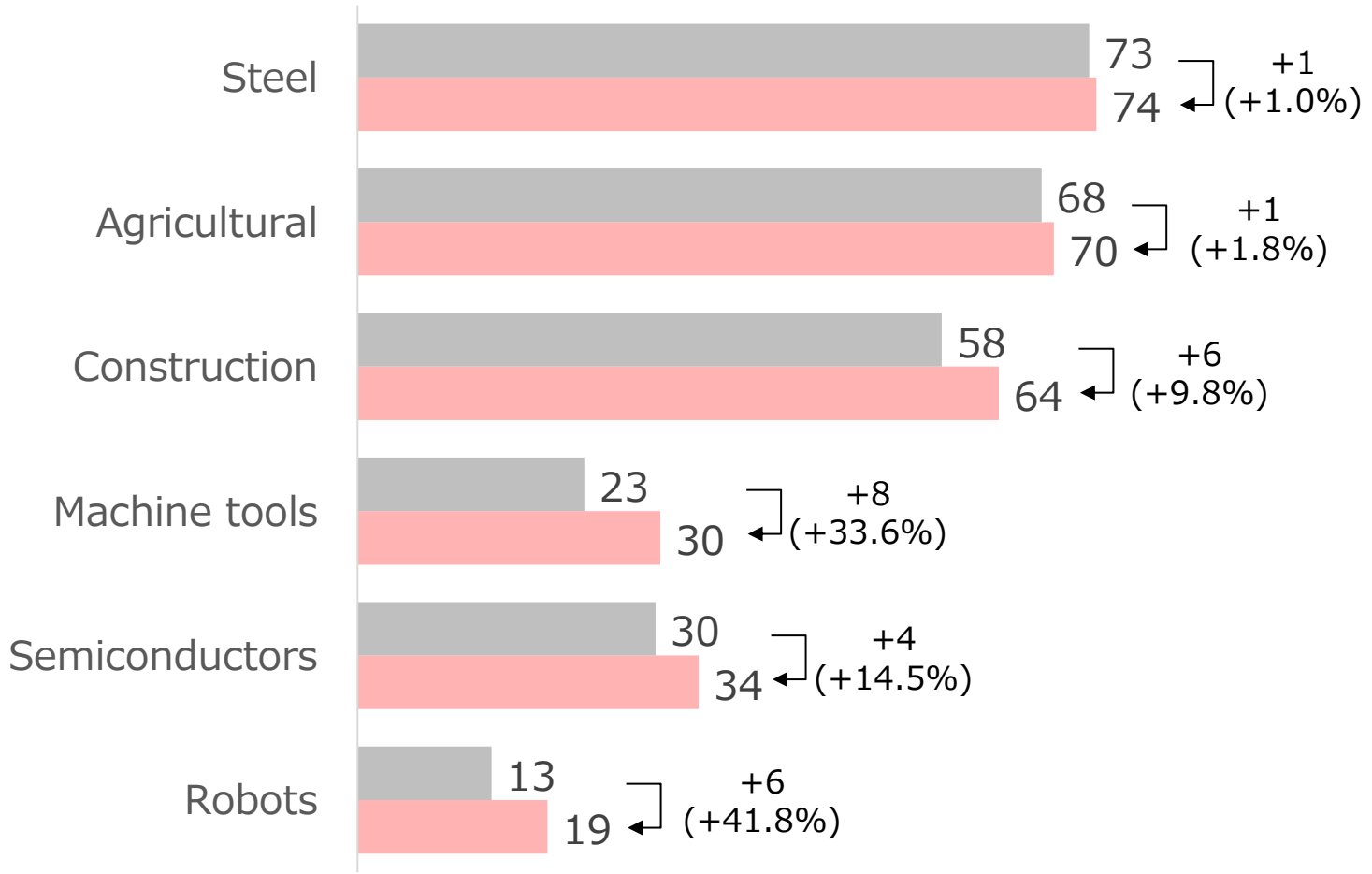


3-7-2) Industrial & Bearings Revenue by Industry



Revenue in industry by 6 priority industries

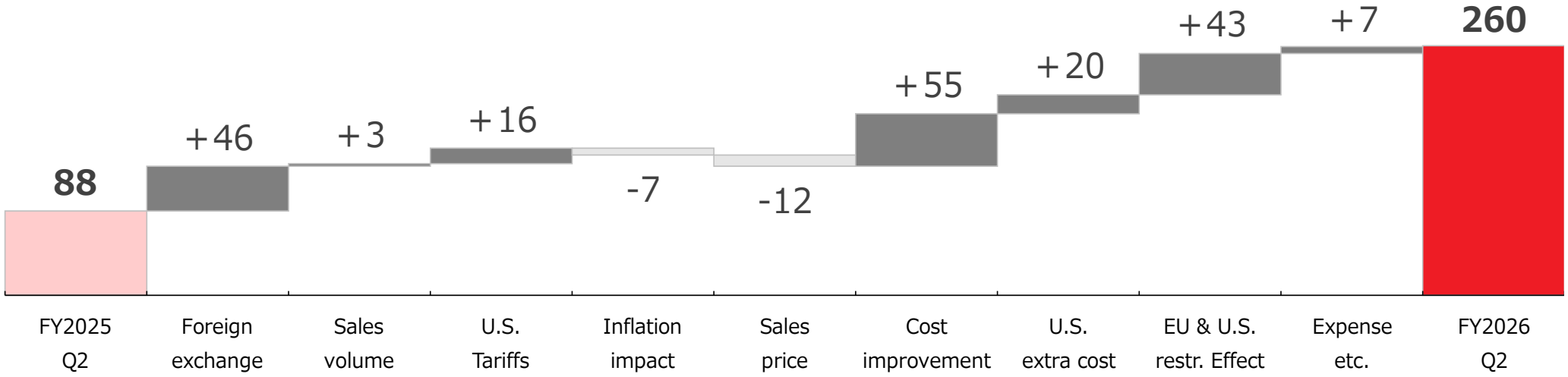
Unit : 100M of yen



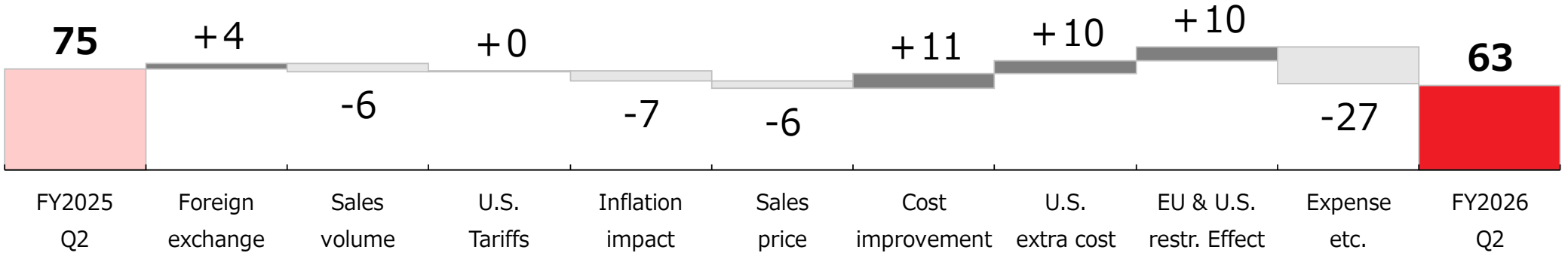
3-8-1) Business profit analysis – Steering Systems / Drivelines

Unit : 100M of yen

Steering Systems



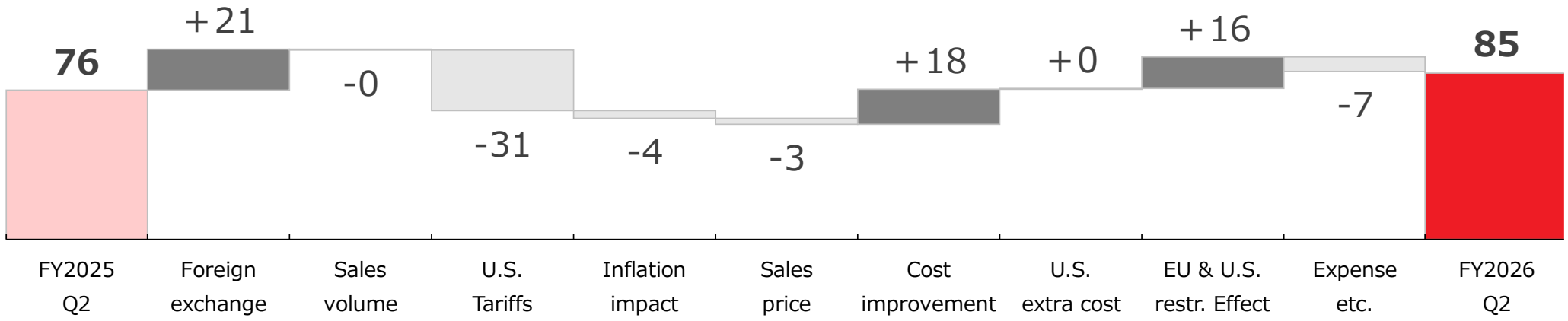
Drivelines



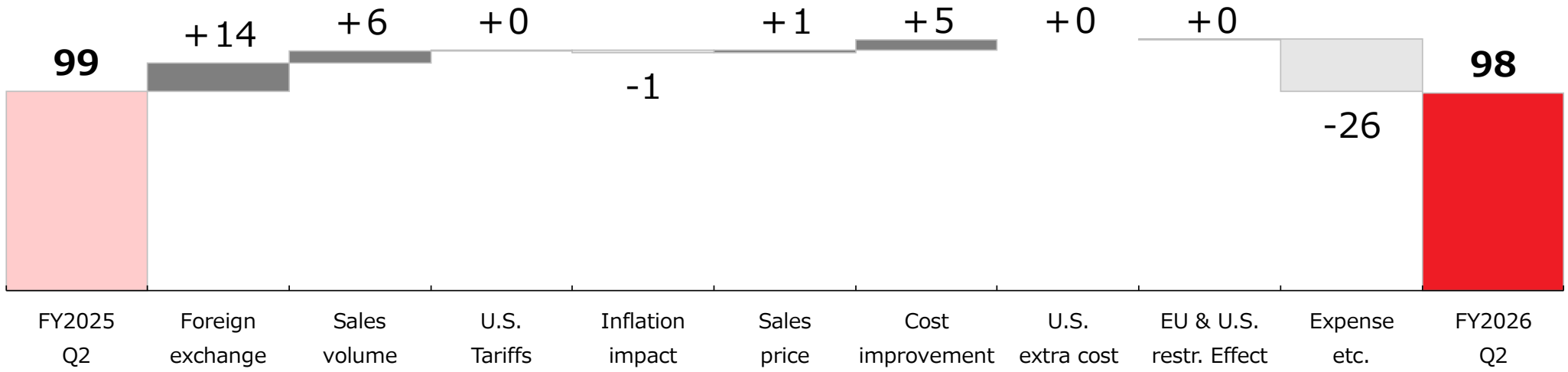
3-8-2) Business profit analysis – Industrial & Bearings / Machine tools

Unit : 100M of yen

Industrial & Bearings



Machine tools



*Others excluded

3-9-1) Performance comparison – FY2026 Forecasts (by Region)

Unit: 100M of yen

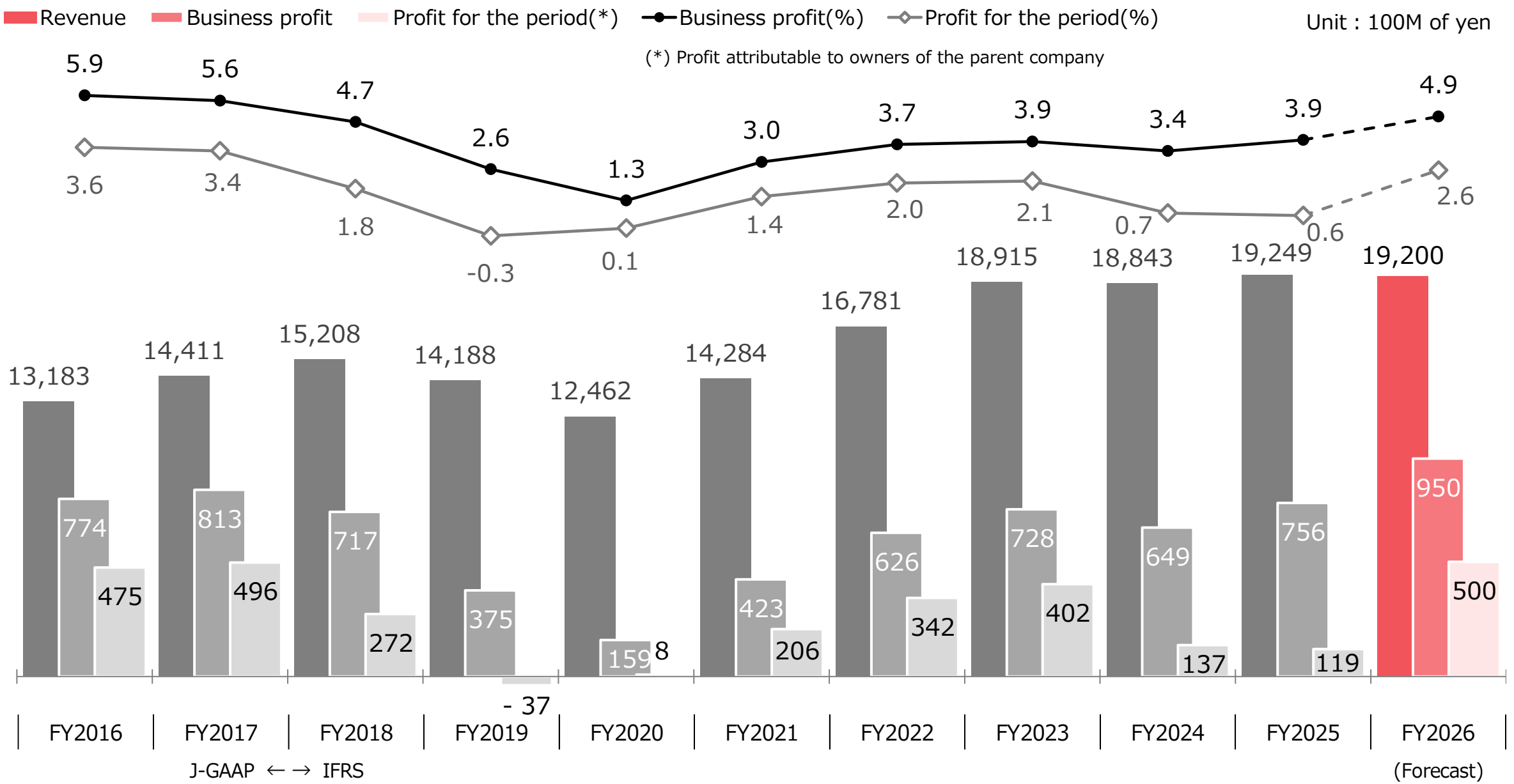
	Region	FY2025	**FY2026**	Change		Foreign exchange	FY2026 (excluding FX)	Change excluding foreign exchange	
Revenue	Japan	7,599	**7,605**	+5	+0.1%	-	7,605	+5	+0.1%
	North America	5,254	**5,812**	+558	+10.6%	+238	5,574	+320	+6.1%
	Europe	2,006	**1,357**	-650	-32.4%	+57	1,300	-707	-35.2%
	China	1,396	**1,158**	-238	-17.1%	+80	1,078	-318	-22.8%
	Asia & others	2,992	**3,268**	+275	+9.2%	+24	3,244	+251	+8.4%
	Total	19,249	**19,200**	-50	-0.3%	+399	18,801	-449	-2.3%
Business Profit	Japan	289	**333**	+43	+14.8%	+63	270	-20	-7.0%
	North America	175	**227**	+52	+29.5%	+8	220	+44	+25.1%
	Europe	-105	**10**	+115	-%	-0	10	+115	-%
	China	99	**55**	-44	-44.1%	+4	52	-48	-48.0%
	Asia & others	313	**325**	+11	+3.6%	+4	321	+8	+2.4%
	Elimination	-16	**0**	+17	-%	-	0	+17	-%
	Total	756	**950**	+193	+25.5%	+78	871	+115	+15.1%

3-9-2) Performance comparison – FY2026 Forecasts (by Business unit)

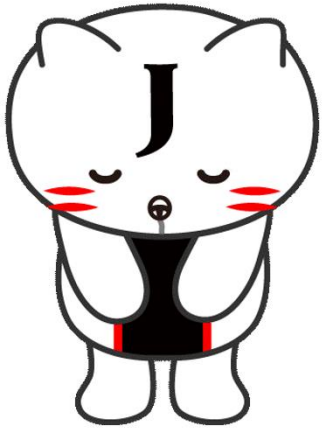
Unit:100M of yen

	Business unit	FY2025	**FY2026**	Change		Foreign exchange	FY2026 (excluding FX)	Change excluding foreign exchange	
Revenue	Steering	9,076	**8,736**	-340	-3.8%	+225	8,511	-565	-6.2%
	Drivelines	4,593	**4,663**	+70	+1.5%	+48	4,615	+22	+0.5%
	Automotive	13,670	**13,399**	-270	-2.0%	+273	13,126	-543	-4.0%
	Industrial & Bearings	3,470	**3,547**	+76	+2.2%	+71	3,476	+5	+0.2%
	Machine tools	2,088	**2,234**	+146	+7.0%	+55	2,179	+91	+4.3%
	Others	20	**20**	-1	-2.5%	+0	20	-1	-2.5%
	Machine tools	2,108	**2,254**	+145	+6.9%	+55	2,199	+90	+4.3%
	Total	19,249	**19,200**	-50	-0.3%	+399	18,801	-449	-2.3%
Business Profit	Steering	328	**477**	+148	+45.2%	+33	444	+115	+35.1%
	Drivelines	138	**136**	-3	-2.0%	+8	127	-11	-8.1%
	Automotive	467	**612**	+145	+31.2%	+41	571	+104	+22.3%
	Industrial & Bearings	112	**147**	+34	+30.7%	+28	118	+6	+5.3%
	Machine tools	200	**210**	+9	+4.7%	+8	202	+1	+0.6%
	Others	-26	**-20**	+6	-%	+0	-20	+6	-%
	Machine tools	174	**190**	+15	+9.2%	+8	182	+7	+4.5%
	Elimination	3	**0**	-3	-%	-	0	-3	-%
	Total	756	**950**	+193	+25.5%	+78	871	+115	+15.1%

3-10) Revenue and profit trend



The Third phase of the Mid-Term Management Plan is scheduled to be announced in February. We appreciate your patience until then.



J-Nyan

JTEKT



TEK-NYAN

【Note on forward-looking statements】

This report contains forward-looking statements pertaining to forecasts, plans and strategies. These forward-looking statements involve risks, uncertainties and other factors, and actual results may differ materially from those expressed or implied in such statements.