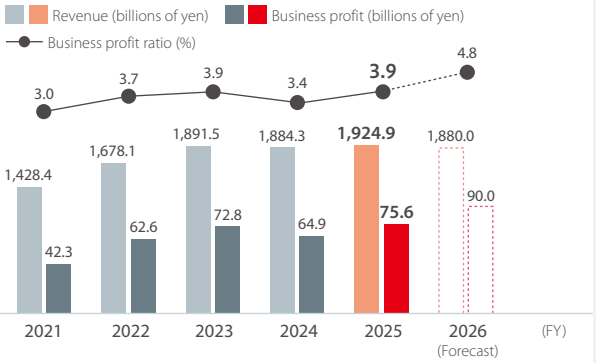
Financial Highlights

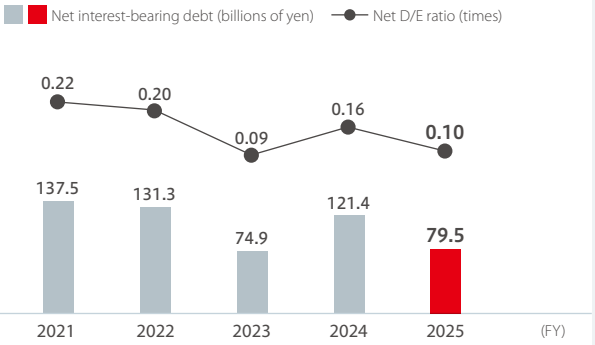
JTEKT applies the International Financial Reporting Standards (IFRS).

Revenue / Business profit / Business profit ratio



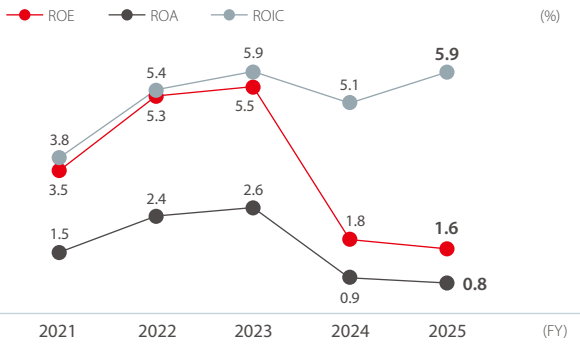
Revenue rose year on year, driven by higher sales in Japan and North America. Although we faced cost pressures from U.S. tariffs and inflation, business profit increased year on year due to cost-reduction initiatives, such as the task force activities in North America, and the benefits of structural reforms in Europe and America.

Net interest-bearing debt / Net D/E ratio



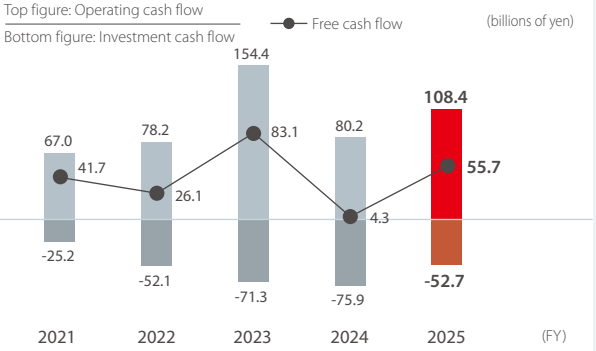
Net interest-bearing debt decreased and the net D/E ratio improved, primarily due to the use of funds from operating cash flow accompanying increased business profit and from the sale of cross-shareholdings for loan repayments.

Capital efficiency metrics



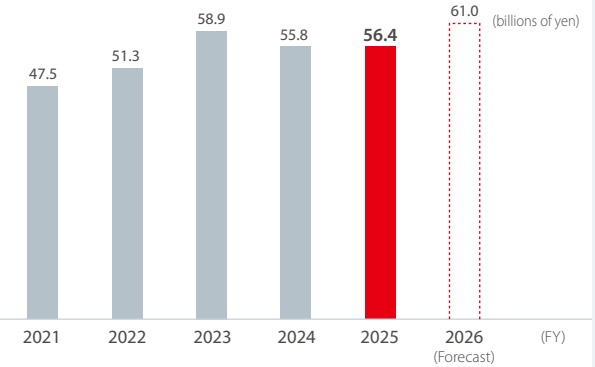
ROIC improved on the back of higher business profit year on year. ROE and ROA, however, were affected by the recognition of business structural reform costs incurred in line with the Medium-Term Business Plan, continuing the trend from the previous year.

Cash flow



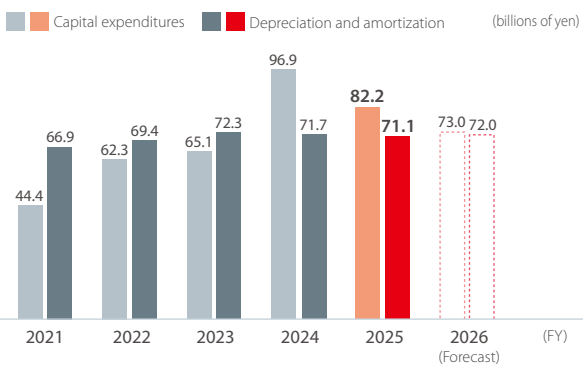
Although we made strategic investments and pursued future-oriented initiatives, free cash flow increased year on year, supported by higher business profit and an increase in funds from the sale of cross-shareholdings.

Research and development expenses



We will maximize development efficiency in existing fields while stepping up R&D investment in new and emerging fields to meet our future profit targets, leading to the expansion of high-value-added offerings and sustainable growth.

Capital expenditures / Depreciation and amortization



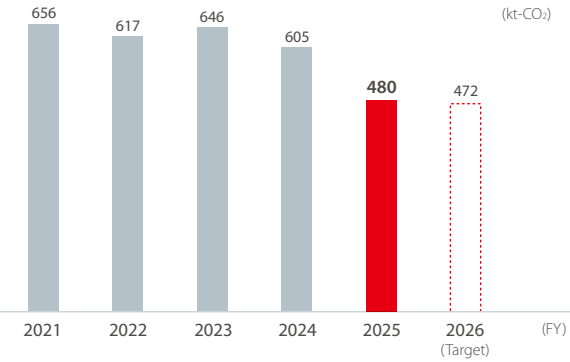
To improve our financial position and strengthen competitiveness in existing fields, we will restrain spending by closely examining investment projects and reducing investment intensity, while actively making investments for future growth, including those aimed at expanding sales and business, as well as building digital infrastructure.

Eleven-Year Consolidated Financial Summary

			JGAAP				IFRS							
Fiscal years ended March 31		Unit	FY2015	FY2016	FY2017	FY2018	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Net sales / Revenue		Billions of yen	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	**1,924.9**
Business profit		Billions of yen	–	–	–	–	71.7	37.5	15.9	42.3	62.6	72.8	64.9	**75.6**
Operating income / Operating profit		Billions of yen	81.9	77.4	81.3	66.6	63.7	16.1	12.9	36.4	49.3	62.1	38.4	**24.8**
Ordinary income (loss)		Billions of yen	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	48.6	47.5	49.6	24.6	27.2	-3.7	0.8	20.6	34.2	40.2	13.7	**11.9**
Net assets / Equity		Billions of yen	480.0	512.9	572.5	571.0	585.4	531.5	585.0	660.4	700.7	822.7	777.4	**825.2**
Total assets		Billions of yen	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	**1,577.6**
Net interest-bearing debt		Billions of yen	125.1	114.4	139.5	138.0	141.0	193.2	167.5	137.5	131.3	74.9	121.4	**79.5**
Capital expenditures		Billions of yen	63.1	66.4	66.6	75.2	75.2	75.0	50.7	44.4	62.3	65.1	96.9	**82.2**
Depreciation and amortization		Billions of yen	58.4	56.0	60.4	66.9	64.3	64.6	63.0	66.9	69.4	72.3	71.7	**71.1**
Research and development expenses		Billions of yen	46.2	48.2	55.2	63.6	63.6	64.7	52.1	47.5	51.3	58.9	55.8	**56.4**
Cash flows	Cash flows from operating activities	Billions of yen	110.1	99.2	100.0	103.0	104.1	62.3	91.7	67.0	78.2	154.4	80.2	**108.4**
	Cash flows from investing activities	Billions of yen	-59.9	-68.0	-99.0	-75.3	-75.2	-91.7	-52.5	-25.2	-52.1	-71.3	-75.9	**-52.7**
	Cash flows from financing activities	Billions of yen	-49.3	-22.1	60.2	-26.5	-27.3	34.2	-57.9	-43.5	-28.7	-47.2	-52.0	**-46.9**
	Cash and cash equivalents	Billions of yen	61.6	70.2	132.6	132.4	132.4	134.8	118.6	124.2	123.8	167.0	119.0	**137.5**
Financial metrics	Business profit ratio	%	–	–	–	–	4.7	2.6	1.3	3.0	3.7	3.9	3.4	**3.9**
	Operating income ratio	%	5.9	5.9	5.6	4.4	4.2	1.1	1.0	2.5	2.9	3.3	2.0	**1.3**
	Ordinary income ratio	%	5.8	5.9	5.7	4.6	–	–	–	–	–	–	–	**–**
	ROA	%	4.4	4.3	4.2	1.9	2.1	-0.3	0.1	1.5	2.4	2.6	0.9	**0.8**
	ROE	%	10.5	10.1	9.7	4.6	5.0	-0.7	0.2	3.5	5.3	5.5	1.8	**1.6**
	Equity ratio	%	42.3	43.6	41.7	42.3	42.4	40.1	42.7	45.0	46.3	48.4	47.6	**50.1**
	Net D/E ratio	Times	0.27	0.23	0.26	0.26	0.26	0.39	0.30	0.22	0.20	0.09	0.16	**0.10**
	Inventory turnover months	Months	1.4	1.4	1.4	1.4	1.4	1.6	1.8	1.7	1.7	1.6	1.7	**1.6**
Stock and other information	Market capitalization	Billions of yen	501.1	593.5	541.0	467.5	467.5	252.3	387.9	330.9	350.4	490.2	359.2	**521.0**
	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	**318,608**
	Dividend per share	Yen	42	42	43	44	44	38	16	18	30	36	50	**60**
	DOE	%	–	–	–	–	–	2.5	1.0	1.1	1.6	1.7	2.2	**2.5**
	Payout ratio	%	29.6	30.3	29.7	61.2	55.4	–	685.2	29.8	30.0	30.7	123.9	**159.5**
	Number of employees	Persons	43,938	44,528	49,589	49,693	49,693	49,933	48,332	47,167	46,053	45,717	45,018	**43,233**
Exchange rate	USD	Yen	120.14	108.38	110.85	110.91	110.91	108.74	106.06	112.38	135.47	144.62	152.58	**150.77**
	EUR	Yen	132.58	118.79	129.70	128.41	128.41	120.82	123.70	130.56	140.97	156.80	163.75	**174.79**

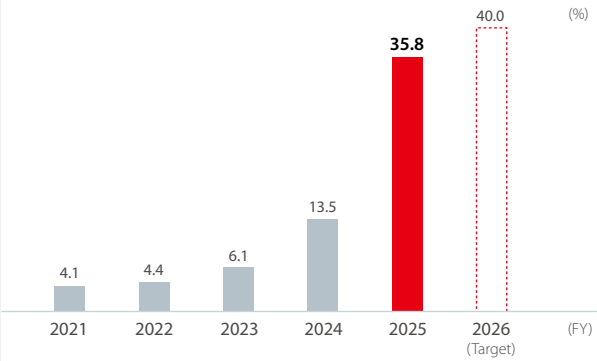
Non-Financial Highlights

Total CO_2 emissions from internal production (consolidated)



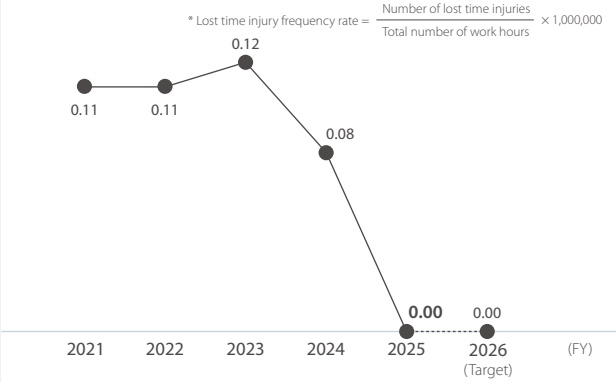
We will continue with energy greening and the promotion of thorough energy conservation activities through participation and ownership as we head toward the SBT of reducing CO_2 emissions by 42.3% from FY2021 levels by FY2030.

Renewable energy adoption rate (consolidated)



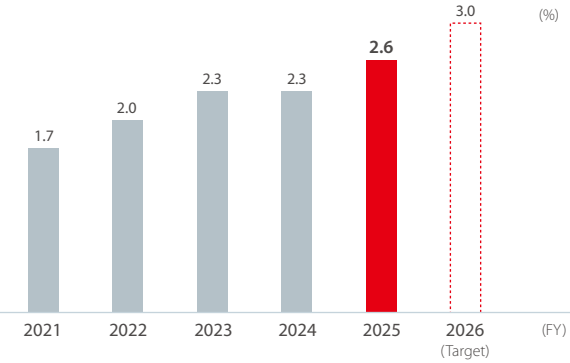
To bring about a sustainable society and reduce our environmental impact, we will continue to promote the adoption of renewable energy, while also actively exploring and promoting new energy technologies and decarbonization technologies.

Lost time injury frequency rate*



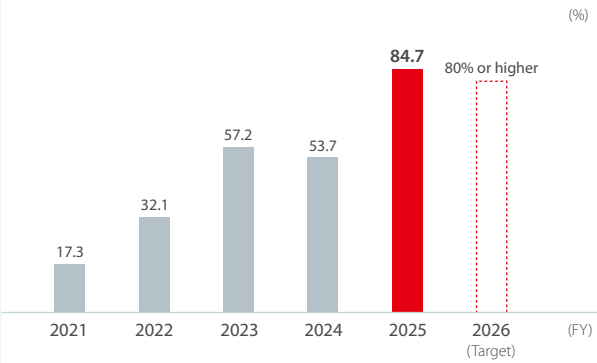
We are taking action to reduce injuries even further under the leadership of top management, who are directing "safety first."

Percentage of female managers



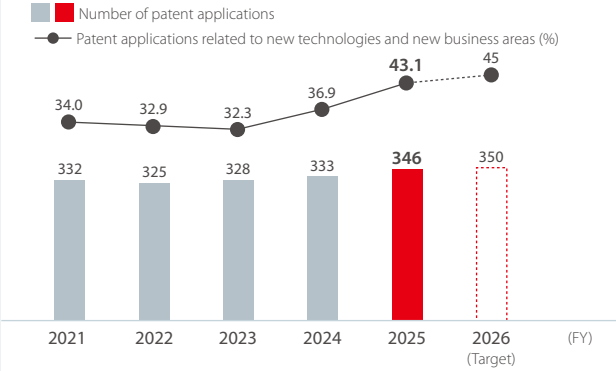
We will promote diversity, equity, and inclusion (DE&I) to achieve a percentage of women in management positions of 3% or higher by FY2026, and continue to create a more supportive work environment.

Percentage of male employees taking childcare leave



We had set a target of 65% or higher of male employees taking childcare leave by FY2026, but since we achieved that goal in FY2025, we are now working to ensure that we can maintain a rate of at least 80% as our new target.

Number of patent applications / Patent applications related to new technologies and new business 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 harvesting activities.

Five-Year Non-Financial Data

				Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Contributing through Monozukuri	Products (Consolidated)	Contribution to CO_2 emissions reduction through products*		Thousand tons	130	225	575	339	**240**
	Research and Development (Nonconsolidated)	Number of patent applications			332	325	328	333	**346**
		Percentage of patent applications related to new technologies and new business areas		%	34.0	32.9	32.3	36.9	**43.1**
	Environment (Consolidated)	Prevention of global warming	Total CO_2 emissions from internal production	Thousand tons	656	617	646	605	**480**
			Renewable energy adoption rate	%	4.1	4.4	6.1	13.5	**35.8**
		Effective use of resources	Waste emissions basic unit	Tons/100 million yen	7.60	7.09	7.02	6.64	**6.43**
			Water usage basic unit	Thousand m^3/ 100 million yen	0.90	0.80	0.73	0.68	**0.68**
	Environment (Nonconsolidated)	Prevention of global warming	Total CO_2 emissions from internal production	Thousand tons	223	206	210	202	**185**
			Total CO_2 emissions in logistics	Thousand tons	9.5	8.9	9.3	8.9	**8.3**
			Renewable energy adoption rate	%	6.7	6.8	7.9	9.7	**16.8**
		Effective use of resources	Waste emissions basic unit	Tons/100 million yen	4.83	4.67	4.69	4.66	**5.16**
			Water usage basic unit	Thousand m^3/ 100 million yen	1.00	0.91	0.88	0.87	**0.84**
		Management and reduction of environmentally hazardous substances	Emissions and transfers of PRTR-regulated substances (PRTR substances)	Tons	32	31	101	119	**143**
			Number of environmental incidents		2	0	1	0	**0**
Establishment of a firm management foundation	Safety and Health (Nonconsolidated)	Lost time injury frequency rate			0.11	0.11	0.12	0.08	**0.00**
	Employees (Nonconsolidated)	Number of candidates in the leadership candidate pool (candidates to be department heads)			131	96	88	102	**117**
	Employees (Nonconsolidated)	Female managers		%	1.68	2.02	2.30	2.30	**2.62**
		Female assistant managers		%	5.90	6.01	6.46	5.48	**6.29**
		Female employees		%	10.52	10.07	10.73	8.62	**8.85**
		Employment rate of persons with disabilities		%	2.29	2.32	2.32	2.31	**2.28**
		Acquisition rate for childcare leave	Female	%	100	100	100	100	**100**
			Male	%	17.3	32.1	57.2	53.7	**84.7**
		Education and training time per employee		Hours	7.02	7.7	7.8	23.4	**15.6**
	Governance (Nonconsolidated)	Number of whistleblowing reports			70	74	96	95	**95**
Data relating to employees (Nonconsolidated)	Number of employees	Total (numbers in parentheses are for the total of fixed-term, part-timer, reemployed, and temporary)			14,303 (2,638)	14,173 (2,761)	14,107 (2,974)	12,729 (1,132)	**12,839 (1,236)**
		Male (numbers in parentheses are for the total of fixed-term, part-timer, reemployed, and temporary)			12,799 (2,138)	12,570 (2,235)	12,593 (2,440)	11,642 (1,045)	**11,713 (1,138)**
		Female (numbers in parentheses are for the total of fixed-term, part-timer, reemployed, and temporary)			1,504 (500)	1,427 (526)	1,514 (534)	1,087 (87)	**1,126 (98)**
	Turnover rate	(Full-time employees, employees who retired at the end of the fiscal year, and employees who resigned voluntarily)		%	2.15	1.99	1.88	1.40	**1.49**
	Number of new graduate hires (numbers in parentheses are for female recruits)		Total		145 (12)	149 (7)	145 (9)	173 (16)	**173 (18)**
			Engineering and Administrative Employees		72 (9)	71 (4)	67 (6)	88 (11)	**82 (10)**
			Engineers		73 (3)	78 (3)	78 (3)	85 (5)	**91 (8)**
	Number of mid-career hires (numbers in parentheses are for female recruits)		Total		25 (11)	90 (14)	163 (28)	270 (28)	**277 (41)**
	Mid-career hires			%	15	39	53	61	**62**

*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, with the aim of reducing emissions by at least 165,000 tons from the FY2015 base.

Corporate Information (as of March 31, 2026)

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	43,233	(Consolidated)
	11,109	(Nonconsolidated)
Revenue	1,924,950 million yen	(Consolidated)
Business Profit	75,679 million yen	
Net Sales	829,608 million yen	(Nonconsolidated)
Ordinary Income	44,731 million yen	
Number of Consolidated Subsidiaries	112 (Domestic: 25, Overseas: 87)	
Securities Code	6473	
Number of Issued Shares	318,608 thousand shares	
Number of Shares per Share Unit	100 shares	
Number of Shareholders	32,057	
Fiscal Year	From April 1 to March 31	
Annual General Meeting of Shareholders	Every June	
Stock Transfer Agent	Sumitomo Mitsui Trust Bank, Limited	
Stock Exchange Listings	Tokyo, Nagoya	

Distribution of Dividends

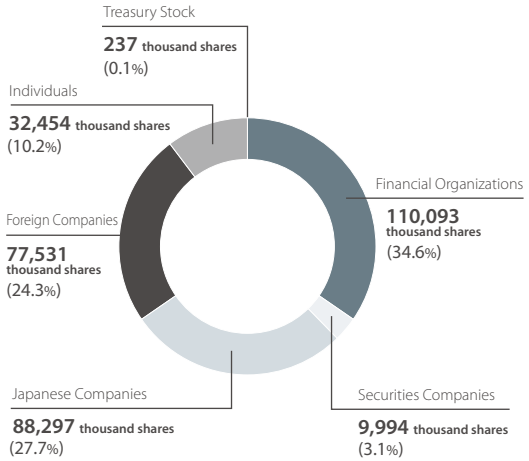
	FY2022	FY2023	FY2024	FY2025	FY2026 (Forecast)
Midterm Dividend Per Share (yen)	11	16	25	30	35
Year-End Dividend Per Share (yen)	19	20	25	30	35

Major Shareholders (Top 10)

Name of shareholder	Number of shares (thousands)	Shareholding percentage (%)
TOYOTA MOTOR CORPORATION	77,235	24.3
The Master Trust Bank of Japan, Ltd.	50,128	15.7
Custody Bank of Japan, Ltd.	27,666	8.7
Nippon Life Insurance Company	11,125	3.5
STATE STREET BANK AND TRUST COMPANY 505223	7,882	2.5
STATE STREET BANK AND TRUST COMPANY 505001	7,782	2.4
JTEKT employee shareholding association	6,211	2.0
JPMorgan Securities Japan Co., Ltd.	5,350	1.7
The Nomura Trust and Banking Co., Ltd. (Investment Trust Account)	3,977	1.2
TOYOTA INDUSTRIES CORPORATION	3,906	1.2

Note: The shareholding percentage is calculated after deducting treasury stock (237 thousand shares) from the total number of issued shares (318,608 thousand shares).

Breakdown of Shareholders (Percentage of total issued shares)



Information on the Stock Price



Glossary

Term	Full name	Meaning in this report	Page(s)
ADC	AutomationDirect.com Inc.	A JTEKT Group company in North America that operates a high-profit, solution-provider business model by proposing combined product and service offerings based on customer issues	P.24
Bearing	—	A fundamental mechanical component that supports rotating parts and reduces friction	P.05/09–14/17/18/20/24/25/29/37/38/40/43/45/51/58
BEV/FCEV	Battery electric vehicle / Fuel cell electric vehicle	Next-generation eco-friendly vehicles powered by batteries or hydrogen	P.09/10/23/25/51/57
CN	Carbon neutrality	Initiatives aimed at achieving net-zero greenhouse gas emissions	P.14/16/24/42/46/50/65
DOE	Dividend on equity	A metric for managing dividend levels to ensure stable shareholder returns	P.04/25/30/70
E-VGR™	—	Trademark for the electronically controlled variable gear ratio steering system sold by JTEKT	P.12
eAxle (e-Axle)	Electric axle	An electric drive unit for electric vehicles. JTEKT manufactures and sells bearings for eAxles.	P.12
eNPS	Employee Net Promoter Score	An indicator that quantifies employee engagement based on responses to the question, "Would you recommend your company to a friend or acquaintance?"	P.23/33/64
EPS	Electric power steering	A system that uses motor power to assist steering, supporting comfortable and safe driving	P.03/11/12/23/25
FA	Factory automation	A general term for systems and technologies that automate factory production processes to improve productivity, quality, and safety	P.24/25
High Abilly™	—	Trademark for high-performance bearings for machine tools sold by JTEKT that support high-speed, high-precision machining	P.12
IoE	Internet of Everything	A concept that connects people, equipment, and information to optimize the entire factory	P.03/10/14/24/42/44
IP	Intellectual property	Intellectual property and intellectual capital used as a source of business competitiveness	P.38
ITCC™	—	Trademark for the electronically controlled four-wheel drive coupling sold by JTEKT	P.11
J-BEP	—	JTEKT's proprietary metric for managing the break-even point. It tracks the degree of improvement in the break-even point by comparing changes in fixed costs and marginal profit against baseline plan values or prior-year results.	P.29/58
J-Digi Initiative	—	Improvement activities that engage all employees in advancing business reform and digital adoption	P.40
J-KY	J-Kiken Yochi (hazard prediction)	A system that digitalizes pre-work hazard prediction activities to help establish a safety culture	P.39/40
J-REBORN	J-Renovate Entire Business OpeRatioNs	JTEKT's company-wide DX project to standardize and reform business processes by introducing integrated core systems such as ERP and PLM	P.16/28/40
J-ROIC	—	JTEKT's proprietary ROIC. Calculated as business profit after taxes ÷ (inventory and fixed asset balance), it visualizes capital efficiency by business and region.	P.05/28/58/60/63
Leadership Candidate Pool	—	A system for building and managing a pool of human resources being developed as candidates to be future management personnel and successors for department heads	P.34/72

Term	Full name	Meaning in this report	Page(s)
LFT™ / LFT™II / LFT™-V	—	Trademarks for high-performance bearings sold by JTEKT that contribute to energy savings by reducing friction	P.09/11/12
Libuddy™	—	Trademark for the high-heat-resistant lithium-ion capacitor sold by JTEKT. Used as a backup power supply in the Lexus RZ, among other applications.	P.09/12/43
Loss Costs	—	Costs resulting from quality defects, setbacks, unmet targets, delivery delays, customer complaints, etc., representing losses that would otherwise have been realized as profit	P.04/24/27/28/30
MOC	Maintenance Operation Center	A management platform that makes the status of maintenance operations visible and supports the stable operation of equipment	P.39/40
Multi-Skilled Talent	—	Talent who contribute to value creation by leveraging knowledge and skills across multiple fields	P.34
N5 Plan / N1–N5	—	A comprehensive human resource development system designed to foster human resources who identify with and put JTEKT's MVV into practice, from before they join through their third year. N1–N5 represent the training stages (years).	P.34
NRB/TRB	Needle roller bearing / Tapered roller bearing	Representative bearings that support the rotational performance of parts for automobiles and industrial machinery	P.04/25/29
Pairdriver™	—	Trademark for the automated steering control system sold by JTEKT. It aims to contribute to the widespread adoption of Toyota Motor Corporation's SDVs.	P.12/23/28/43
PS	Power steering	A mechanism that reduces the driver's effort to steer and enhances ease of driving (electric power steering, hydraulic power steering)	P.11
RZ	Lexus RZ	The first dedicated BEV model for Toyota's Lexus. Features JTEKT's steer-by-wire and Libuddy™ technologies.	P.09/12/23
SbW	Steer-by-wire	A steering system with no mechanical connection between the steering control unit and the steering unit. JTEKT's core solution.	P.23/38
SC	Supply chain	A network that encompasses the entire process from raw material procurement to sales	P.40
SCC	Solution Co-creation Center	An organization that drives the creation of new businesses based on social and customer issues	P.19/57
Solution Provider	—	A corporate vision focused on creating new value by solving the issues faced by customers and society	P.02/03/05–08/13/14/16–25/31/32/34/38/43/44/46/48/49/56/57
Syncusteer™	—	Trademark for JTEKT's steer-by-wire system. First installed in the Lexus RZ.	P.12/23/38/43