CORPORATE GUIDE

November 2026 Revision

JTEKT CORPORATION
(6473)

Agenda

1. Our company “JTEKT”
2. Our business
3. Progress of 2nd Mid-term Business Plan
4. Financial results / Return to shareholders
5. Activities for the future
6. Appendix

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1. Our company “JTEKT”

1-1. Company overview of JTEKT

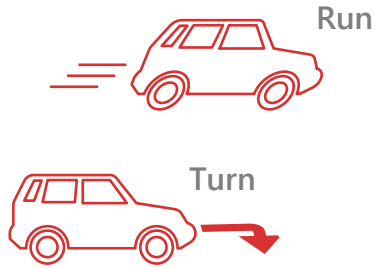
Revenue

1,924.9 Billion JPY
(FY2025)

Business profit*1 Margin

3.9 %
(FY2025)

Leading player in "running" and "turning"



Electric Power Steering system No.1 share in the world*2



Key player in the TOYOTA Group (the only manufacturer of bearing and machine tool)

TOYOTA

History of the company

- **2005** Koyo Seiko and Toyoda machine Works sign merger agreement.
- **2006** Established "JTEKT".
- **2026** 20th anniversary of JTEKT

MVV - Mission Vision Value -

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

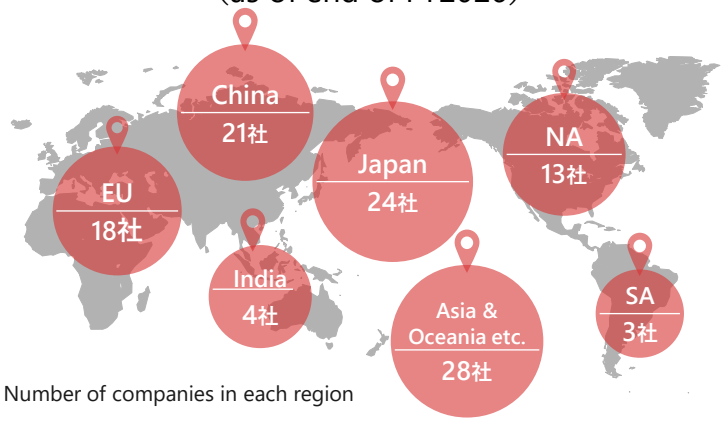
Vision
JTEKT Group 2030 Vision
A solution provider creating the future of mobility society through Monozukuri and Monozukuri equipment

Value
Yes for All, by All!



Global network

We operate in about **30 countries**.
(as of end of FY2026)



Number of companies in each region

*1 Business profit : Our own management profit after deducting "cost of revenue" and "selling, general and administrative expenses" from "Revenue".
*2 Result in 2025. In-house research

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Transform into a Solution Provider, Guided by Our Shared MVV!

Mission	Vision	Value

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!

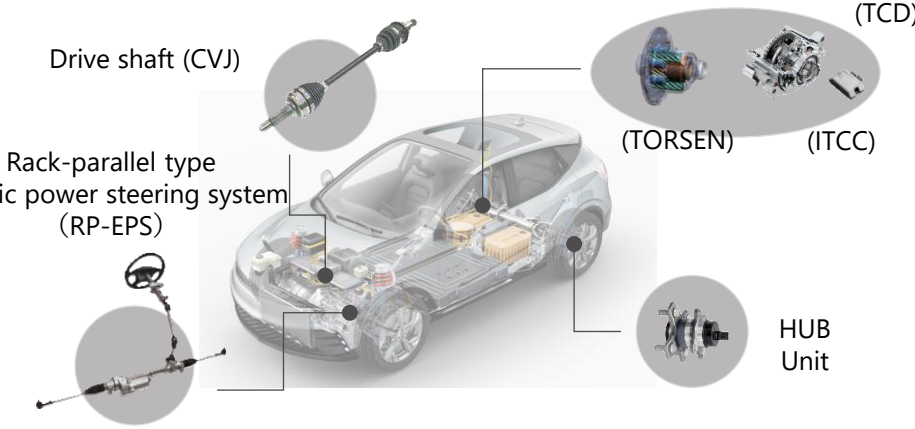


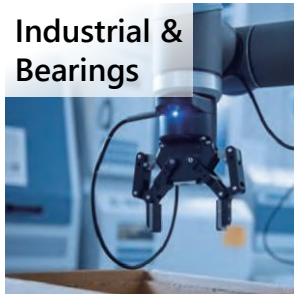
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1-3. Main business unit in JTEKT

Business Unit	Business Fields / Business Objectives	Revenue*1 FY2025 1,924.9 Billion JPY	Business Profit*1 *2 FY2025 75.6 Billion JPY
Automotive Components	Leading player in “running” and “turning”	▶Steering system 907.6 billion JPY (47.2%)	32.8 billion JPY (42.2%) Margin 3.6%
		▶Driveline 459.3 billion JPY (23.9%)	13.8 billion JPY (17.7%) Margin 3.0%
Industrial & Bearings	Technology that supports rotation in the society and moves various industries more smoothly	347.0 billion JPY (18.0%)	11.2 billion JPY (14.4%) Margin 3.2%
Machine Tools & Manufacturing Systems	Providing value in all phases of manufacturing	208.8 billion JPY (10.9%)	20.0 billion JPY (25.7%) Margin 9.6%







industrial machinery bearings ; Small size, lightweight, and long life





Bearings that drive semiconductor/ liquid crystal manufacturing machines



EXSEV® Bearings



CNC Cylindrical grinder G1 Series



Horizontal Machining Center 「FH5000 Series」



Gear skiving processing technology

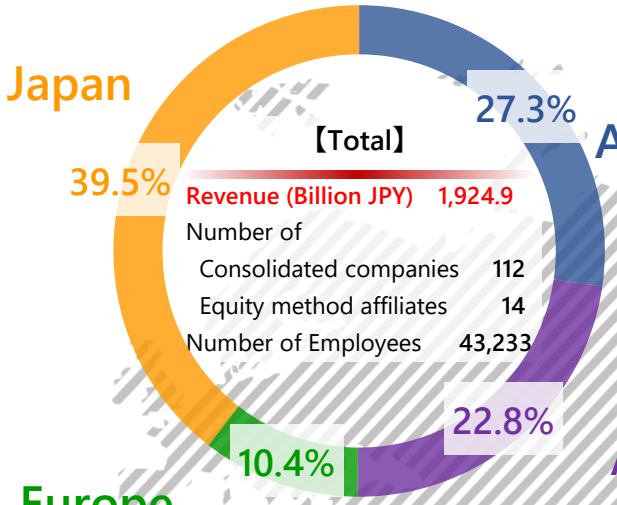


*1 Business profit : Our own management profit after deducting "cost of revenue" and "selling, general and administrative expenses" from "Revenue".
*2 Percentage of revenues and business profit of each business are percentages to total revenue excluding other businesses and consolidation adjustments.

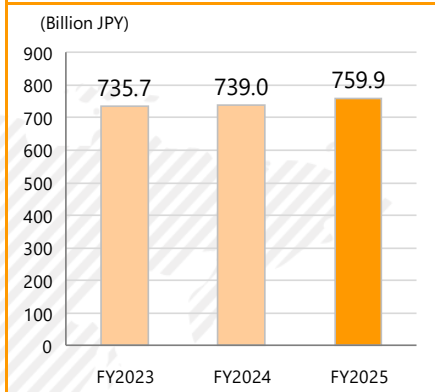
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1-4. JTEKT Global Network

★Head quarter ●Manufacturing ■Sales ▲R&D

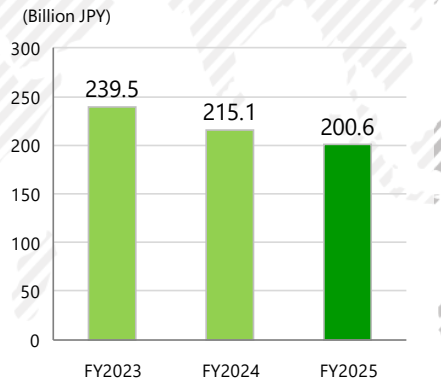


Japan



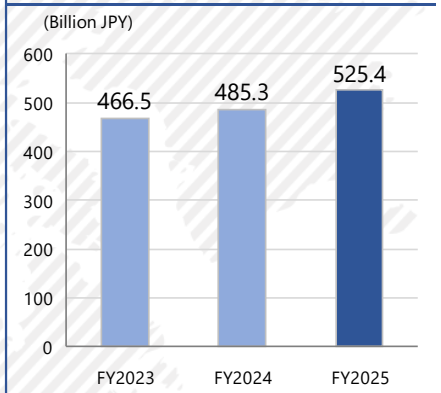
- Revenue (Billion JPY) --------- 759.9
- consolidated companies --------- 25
- Equity method affilates ---------- 3
- Employees ---------- 18,819

Europe



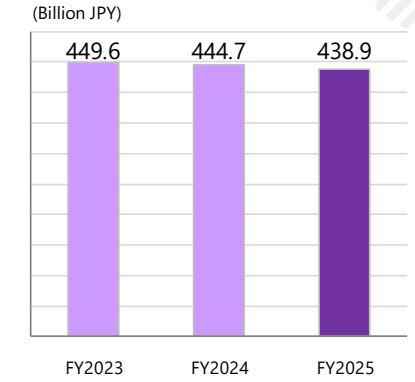
- Revenue (Billion JPY) --------- 200.6
- Consolidated companies --------- 18
- Equity method affiliates ---------- 2
- Employees ---------- 4,131

North America



- Revenue (Billion JPY) ---------- 525.4
- Consolidated Companies --------- 13
- Equity method affiliates ---------- 2
- Employees ---------- 6,587

Asia/South America etc.



- Revenue (Billion JPY) ---------- 438.9
- Consolidated companies --------- 56
- Equity method affiliates ---------- 7
- Employees ---------- 13,696

JAPAN ★●■▲

NORTH AMERICA ★●■▲

EUROPE ★●■▲

ASIA (include ; China) ★●■▲

OCEANIA ■

SOUTH AMERICA ●■▲

※as of March 31, 2026

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1-5. Wide range of customers

- We have business with approximately 400 automotive OEMs and parts manufacturers.
- We have business with approximately 2,000 industrial customers.
  (Agricultural and construction equipment, steel, robots, semiconductors, wind power areas)

【Industrial customers】

Construction equipment
- Komatsu
- Hitachi Construction Machinery

Agricultural equipment
- Kubota
- Yanmar

Steel
- NIPPON STEEL
- JFE steel
- KOBELCO
- Primetals Technologies

Power sports
- Yamaha
- Honda
- Kawasaki

Electronics/OA
- Mitsubishi Electric
- Canon

Robots
- FANUC
- Yasukawa Electric
- Nidec-Shimpo
- Sumitomo Heavy Industries
- Nabtesco

Industrial Vehicles
- TOYOTA INDUSTRIES

Machine tools
- Yamazaki Mazak
- TSUGAMI

Aviation industry
- Mitsubishi Heavy Industries
- IHI
- Kawasaki Heavy Industries

Railway industry
- JR

Semiconductor
- Tokyo Electron
- Edwards

Construction equipment
- CATERPILLAR
- JCI
- DANA

Agricultural equipment
- John Deere
- AGCO
- CNH

Steel
- POSCO
- Arcelor Mittal
- SMS
- Bao steel
- China steel

Power sports
- Mercury Marine
- Polaris

Robots
- Midea Group

Wind power generation
- Siemens Gamesa RE

Medical equipment
- GE Healthcare

Hydraulic equipment
- EATON

Semiconductor
- Brooks automation
- Applied Material
- ASML

【Automotive customers】

Japan
- TOYOTA
- Nissan/Mitsubishi
- HONDA
- MAZDA
- SUBARU
- Hino
- DAIHATSU
- SUZUKI
- ISUZU
- DENSO
- Aisin
- TOYOTA INDUSTIES
- Astemo
- JATCO
- Nidec

Europe
- BMW
- VW/Audi
- Daimler
- Jaguar
- Renault
- Stellantis
- ZF
- BOSCH
- GKN

Asia
- FAW
- SAIC
- Dongfeng
- BYD
- Hyundai
- TATA
- Mahindra & Mahindra

North America
- GM
- Ford
- Lucid
- Rivian
- AAM
- DANA
- EATON
- MAGNA
- ALLISON
- DAYCO

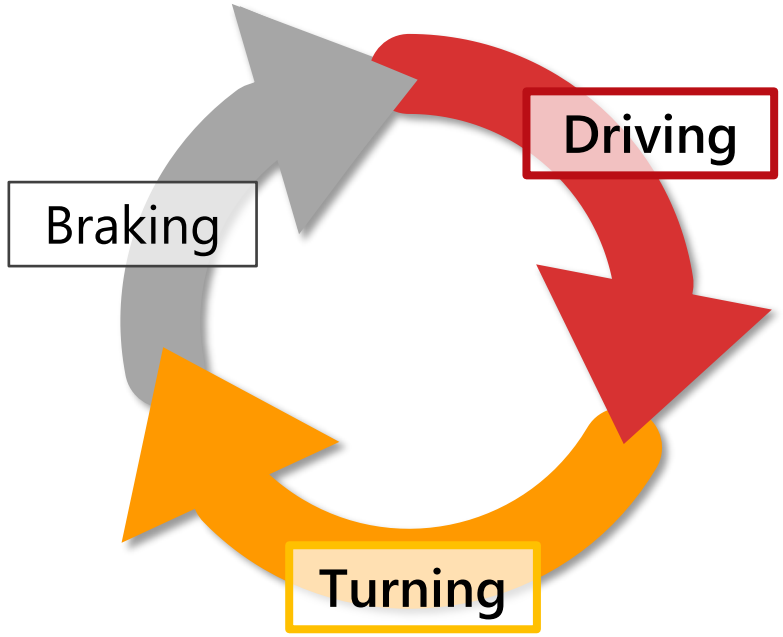
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2. Our business



Automotive Components

The automotive industry is undergoing a once-in-a-century transformation as technological innovation continues in new areas known as “CASE.” JTEKT, the leading supplier for “Driving” and “Turning,” will further accelerate your joy of driving.

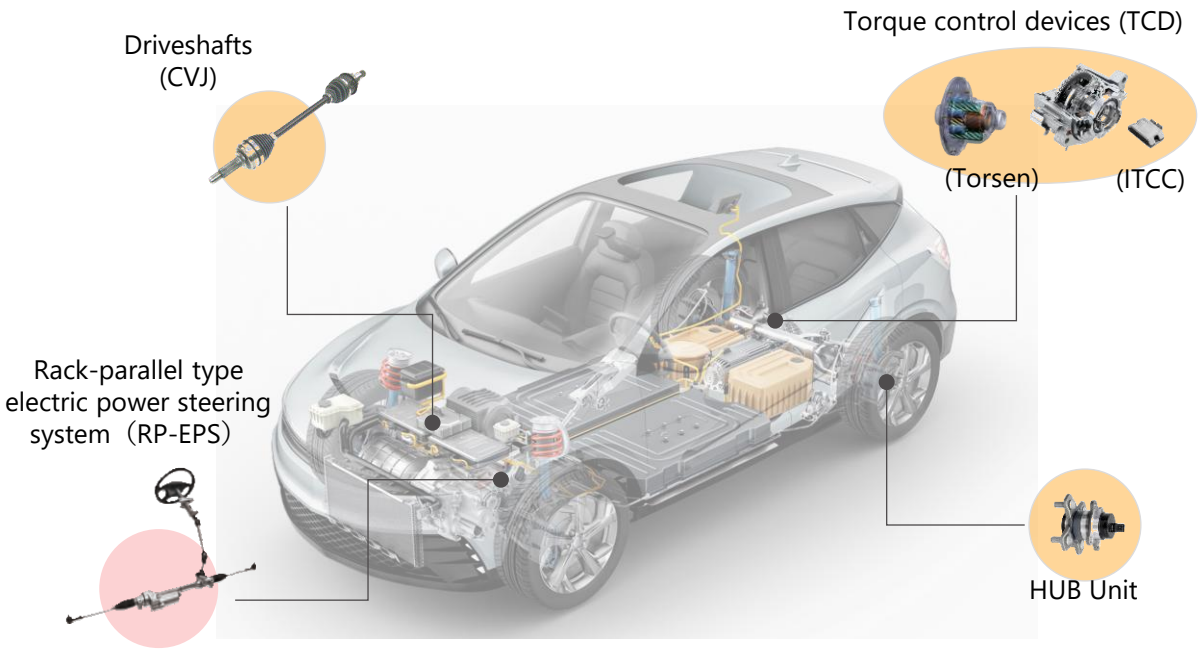


Drive line components control "Driving" of cars.

- ✓ Dramatically improves vehicle **dynamics** and **driving stability**, and contributes to **fuel** and **energy savings**
- ✓ Covers all transmission products from driveline to HUB

Steering systems control "Turning" of cars.

- ✓ **"No. 1 global market share"** in steering systems
- ✓ Complete lineup to satisfy market needs
  - ➡ **Applicable to any vehicles/regions**

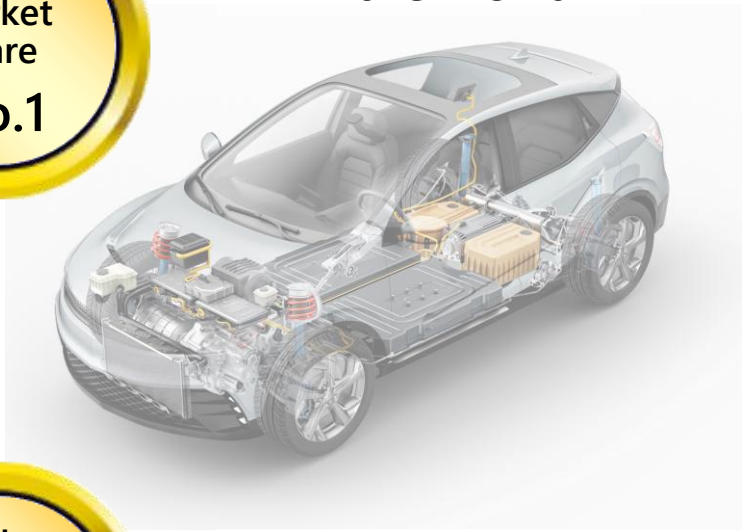


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No.1 global market share with a broad product lineup and global production locations

World Market share No.1

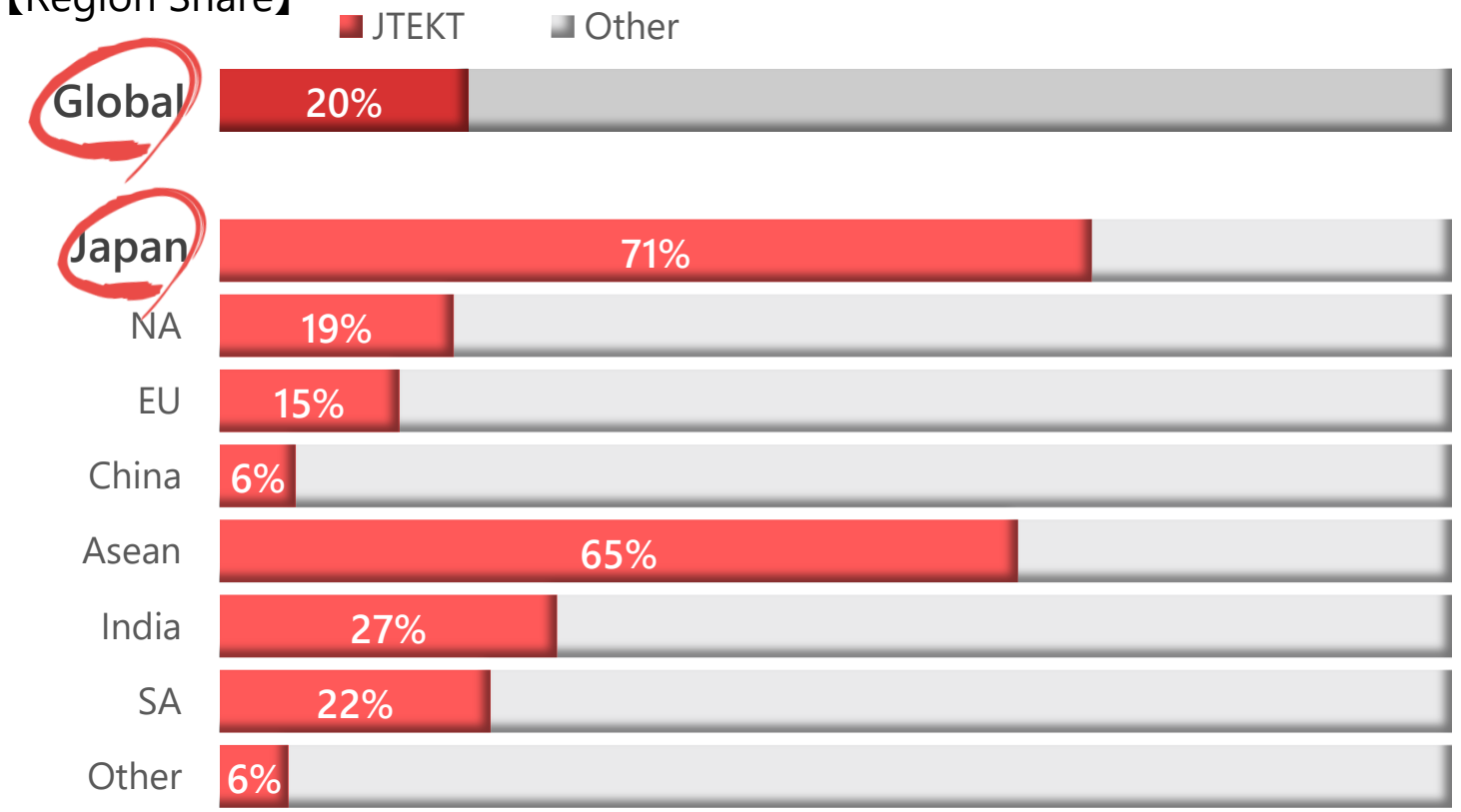
1 in 5
Automobiles in the world



Market share in Japan No.1

2 in 3
Automobiles in Japan

【Region Share】



As of April 2026 (In-house research)

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Industrial &Bearings

Bearing business continues to support the world's industries and lifestyles from unseen places by making things rotate smoothly.

JTEKT is innovating industries with materials development and processing technologies based on tribology to expand the possibilities of all moving parts.

Bearings make things rotate smoothly



✓ Working in equipment that is essential to society.

✓ For Automobiles

Developed **lower torque/smaller** and **lighter** products, contributing to **improve electric cost** of BEVs

✓ For Industrial machinery

Capable to provide from **small to large-size Bearings** for all types of industries

Contributing Area

- ▶ Semiconductor, FPD, High-performance film, Construction, Transportation, Agriculture, Machine tools
- ▶ Wind power/Solar power generation, Steel, Automobiles, Medical equipment, Aircraft, Railroad Vehicle (Shinkansen)
- ▶ Photocopiers, Air conditioners, PC



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■ Keep “high performance and high quality “ even in tough environments.

▶ Role ①：Reduce friction and smooth rotation.

▶ Role ②：Protect the parts that support rotation and keep correct “axis” position.

For steel manufacturing



✓ Precise motion and high-speed rotation under heavy loads and ultra-high temperatures

✓ Significant improvements in rolling, fatigue life, toughness, and corrosion resistance

For Semiconductor Manufacturing Equipment



✓ Widely used in high-precision semiconductor manufacturing equipment

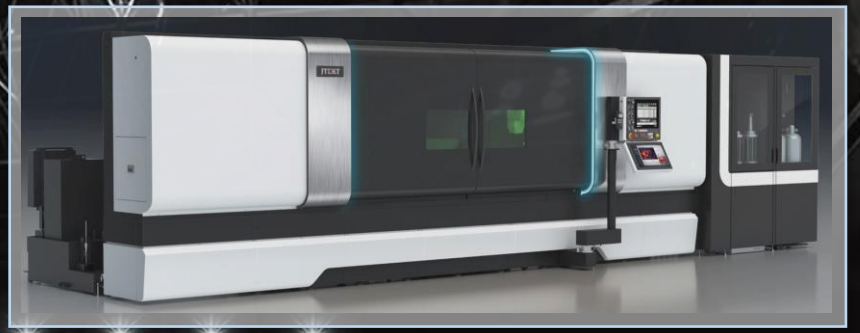
✓ Advanced coating technology with excellent corrosion resistance

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Machine tools & Manufacturing Systems

JIMTOF2026

JTEKT's mission as a line builder is to
"enhance value of products that our customers create".





Machine tools "continue to support the lifeline" of manufacturing

✓ All machines and parts are made by machine tools.➡ **Supporting all manufacturing**

✓ Each group company has its own **core technologies and competencies and provides machine tools by combining such comprehensive strengths.**

Making Machines -Machine Tools

「Mother Machine for Manufacturing」

▶ Providing ultra-high precision machines that produce high-quality products

Creating a production line -Mechatronics-

「High performance production lines」

▶ Providing technology to control the entire plant



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Leveraging Group Competencies to Become a Solution Provider

Team ; Grinding machines, etc.
Team ; semiconductor
Team ; PLC/HMI

JMS
(JTEKT Machine Systems)



Surface, Vertical, Centerless grinding machines



JTEKT
Cylindrical grinding machines, Machining Centers

JGS
(JTEKT Grinding Systems)



Cylindrical grinding machines

JGT
(JTEKT Grinding Tools)



Grinding Wheels

JGR
(JTEKT Gear Systems)



Gear Grinding Machines

JTS
(JTEKT Thermo Systems)



Heat Treatment Furnaces

JFP
(JTEKT Fluid Power systems)



Hydraulic Equipment, Seismic Dampers

JEL
(JTEKT ELECTRONICS)



Electronic Products PLCs & Encoders

ADC
(Automation Direct. Com)

E-commerce Sales of PLCs and Other Products



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3. Progress of 2nd Mid-term Business Plan

3-1. JTEKT 2nd Mid-term Business Plan

1st Mid-term period	2nd Mid-term period	3rd Mid-term period	JTEKT Group 2030 Vision
Completed to break out from a deficit-ridden constitution For further growth, business restructuring and structural reforms in Europe and America will continue	Strengthen I Challenge for II **Focusing to increase added value and structural reforms of Europe and America. Improve ROE and profitability** **Secure surplus capacity and shift resources to solution creation**	Expand II and strengthen profitability Further growth centered on the expansion of new businesses and solutions	



ONE! JTEKT

Unified the business brand to "JTEKT"
From Koyo & TOYODA in Apr. 2022.

Three-year period for enhancing our corporate structure

2021 – 2023

Growth of existing businesses and development of new businesses

2024 – 2026

Reaping results and leaping forward

2027 – 2030

Leap to be a solution provider creating the future of mobility society through manufacturing and manufacturing equipment

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3-2. Progress of 2nd Mid-term Business Plan

- **Executed planned initiatives over the two years and fully complete all measures in the final year of 2nd period Mid-Term plan**
- **In FY2026, drive future initiatives in parallel to prepare for the value creation phase of 3rd period Mid-Term plan**

Final year

To be a solution provider creating the future of mobility society

2nd period of Mid-Term Business Plan

3rd period of Mid-Term Business plan

24	25	26	27	28	29	30

● Key Achievements in 2nd period

- ✓ **Profitability improvement in NA**
  (Loss cost reduction)
- ✓ **Execution of structural reforms in EU**
  (Transfer of the NRB*1 business and transfer of the Auto business for EU customers)
- ✓ **Streamlining of invested capital**
- ✓ Launch of SbW*2 and Pairdriver®

Preparation for the next leap

JTEKT Group 2030 Vision

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

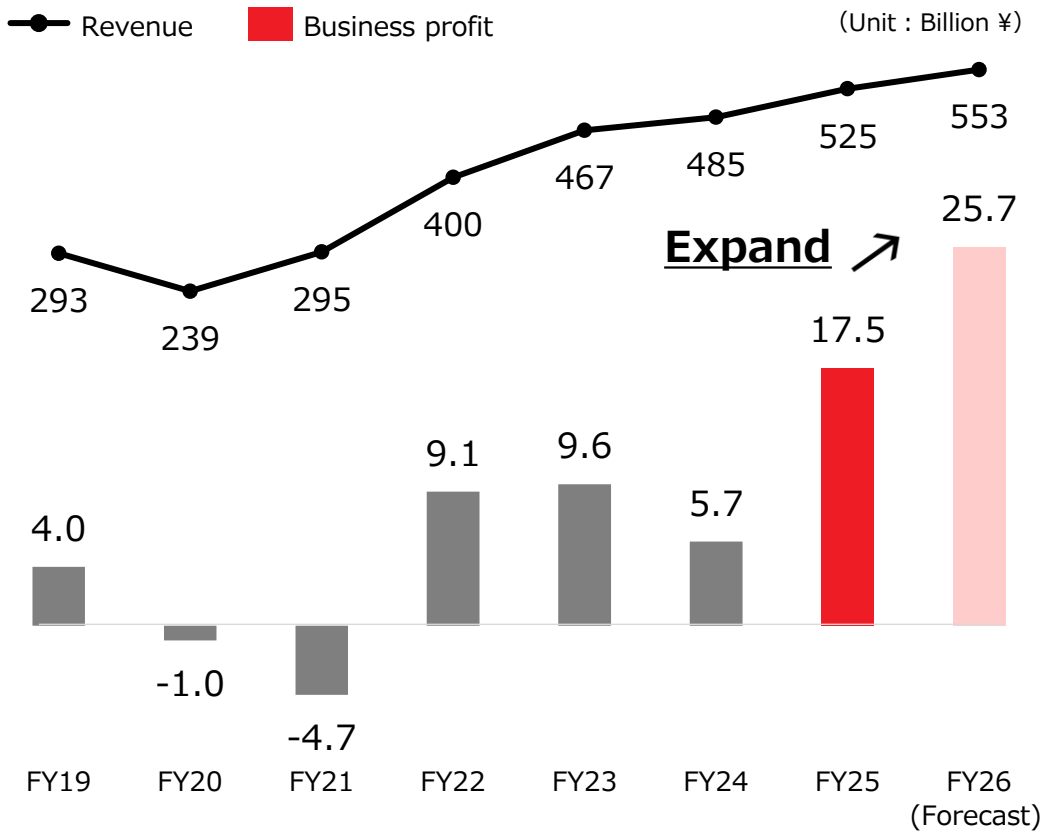


*1 NRB : Needle Roller Bearing
*2 SbW : Steer by Wire

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- Normalization of production (elimination of extra costs) and price optimization have steadily progressed through TFT* activities
- As a growth region, we will execute the final phase of TFT*1 activities to expand profitability

Revenue / Profit trend in US



TFT Activities

■ Productivity Improvement (to eliminate extra costs)

Rebuild productions using global best practices.

✓"Mendo-mi" training → **Lower turnovers**

✓ Optimize allocation (Complex: Japan, Simple Assy: US)
→ **Reduce support labor, air freight, defects and scraps**

✓ Line automations → **Labor saving / PPH improvements**



■ Price Optimization

Under high market volatility (demand swings, inflations, tariff), we drive total supply-chain improvements.

✓ Closer customer alignment → **Better pricing**

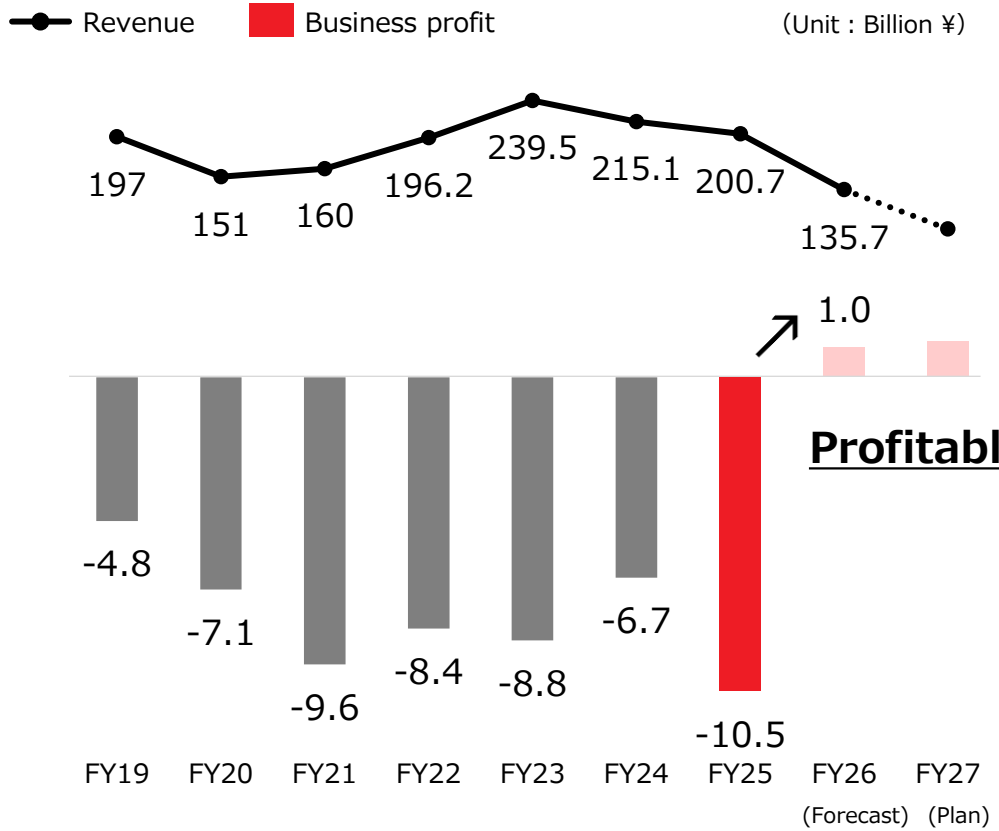
✓ Stronger supplier collaboration → **Faster cost reduction**

*1 TFT : Pieces per hour
*2 PPH : Pieces per hour

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- Decided to divest multiple businesses in Europe, which have remained unprofitable for many years
- With the restructuring to be completed ahead of the original schedule, the European business is expected to return to profitability* from FY2026

Revenue / Profit trend



History of Structural reform in Europe

FY23 Transfer of the Industrial Pump business

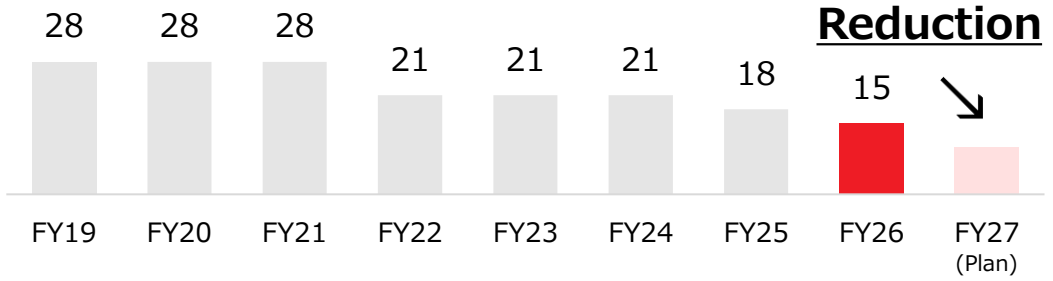
FY24 Transfer of the Needle Roller Bearing business

FY26 Transfer of the European Automotive business (End of July)

FY26 Promote the remaining structural reforms

[Exit from HUB unit and Bearing Manufacturing Sites in Romania and the UK
→ Production Transfer to Japan, China, and Other Region]

Numbers of the business entities



* Initially targeted a return to profitability in FY2027, but restructuring is now expected to be completed ahead of schedule, enabling profitability from FY2026.

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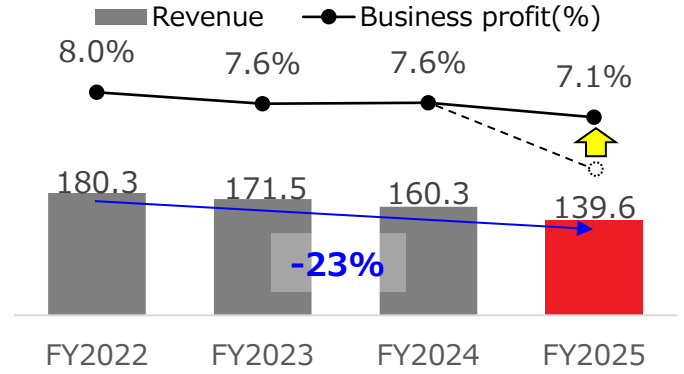
■ Since the 2nd period of Mid-Term plan formulation, the following factors have turned into headwinds

1. Sales decline in China

✓**Rapid growth of Chinese Auto OEMs**

Despite a significant decline in sales, **maintained a profit margin in the 7% range by proactive fixed cost reductions from an early stage**

(Trends in Sales and Profit Margin in China)



(Unit : Billion ¥)

✓ **Formulating a China strategy, including a review of the optimal operating structure**

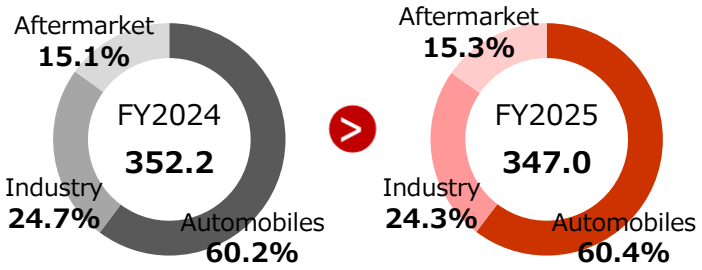
2. Increase competition in the industrial machinery market

✓ **Price competition intensifying due to aggressive competition from new and existing players**

✓ **Slowing sales growth of key customers**

Promote **fixed cost reductions** in line with 2nd MT plan, including **divestiture and withdrawal of unprofitable sites.**

(Industrial & Bearings Revenue by Industry)



(Unit : Billion ¥)

✓ **Drive portfolio transformation and business structure reform to enhance profitability**

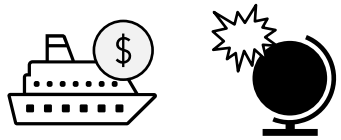
3. Geopolitical risks

✓ **Cost increase due to US tariff**
(Profit impact for FY2025: -4.2 billion yen)

Minimized losses excluding timing differences through internal efforts and **price pass-through negotiations with customers.**

✓ **Prolonged deterioration of the situation in the Middle East**

Multiple risks across sales, costs, and supply
➡ Supply chain-wide measures are essential



✓ **Continue customer negotiations on tariff impacts**
✓ **Determine operations based on Middle East conditions**

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- **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：Billion Yen

		FY2025 Q2		**FY2026 Q2**		Change	Change ratio
Revenue			930.1		**970.7**	+40.6	+4.4%
Business profit	*1	(3.6%)	33.1	**(5.2%)**	**50.6**	+17.5	+52.8%
Operating profit		(2.8%)	26.0	**(3.7%)**	**36.0**	+9.9	+38.4%
Profit before income taxes		(2.5%)	23.6	**(3.4%)**	**33.2**	+9.5	+40.3%
Profit for the period	*2	(1.3%)	12.1	**(2.2%)**	**21.7**	+9.5	+78.8%
Foreign Exchange	USD		146.04 JPY		**159.37 JPY**	＋13.33 JPY	
	EUR		168.06 JPY		**184.35 JPY**	＋16.29 JPY	

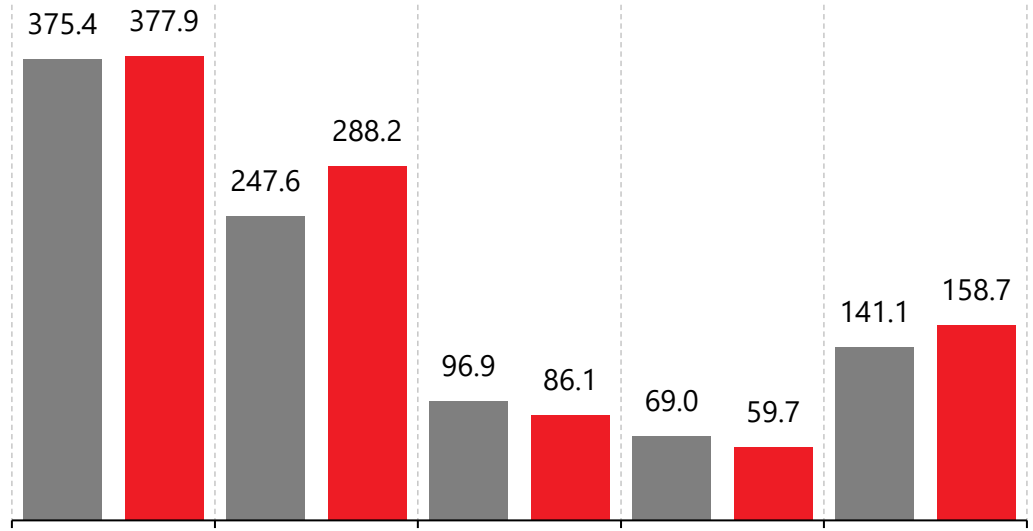
*1 Our own management profit after deducting "cost of revenue" and "selling, general and administrative expenses" from "Revenue"
*2 Profit attributable to owners of the parent company

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■ 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

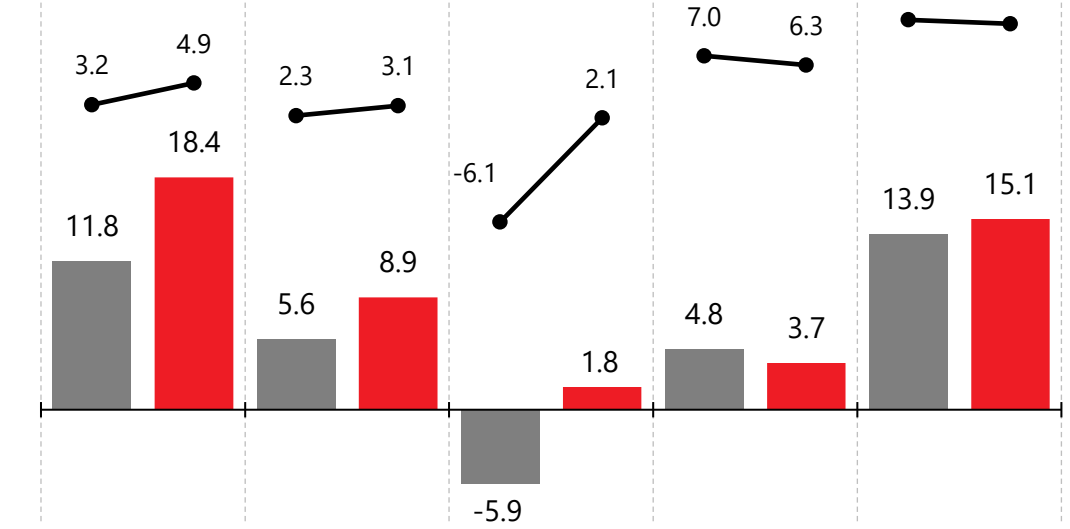
Unit：Billion ¥



Japan	North America	Europe	China	Asia & Others
Change [Change Ratio]				
＋2.4 [＋0.7%]	＋40.6 [＋16.4%]	-10.7 [-11.1%]	-9.3 [-13.5%]	＋17.6 [＋12.5%]

Business Profit

Unit：Billion ¥



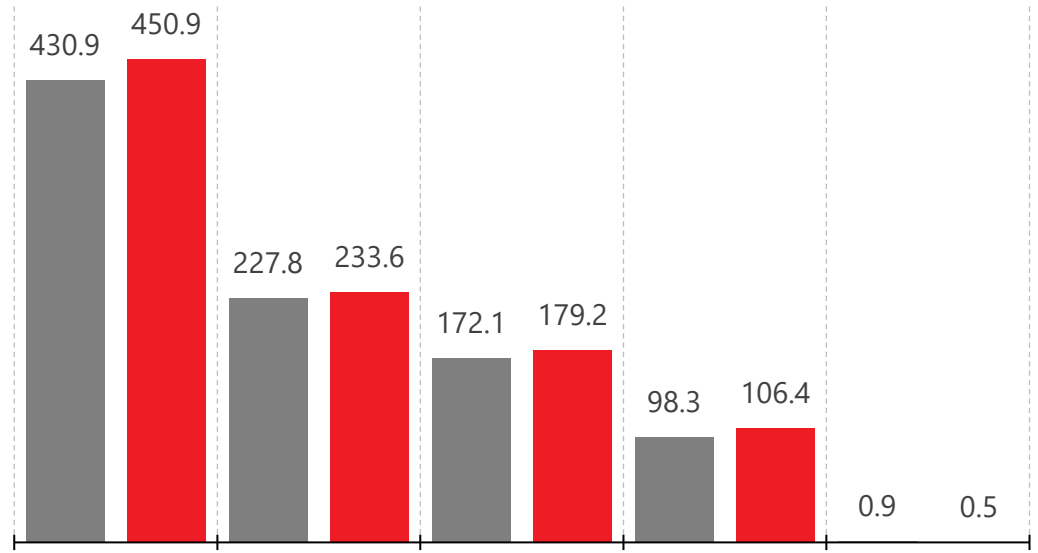
Japan	North America	Europe	China	Asia & Others
Change [Change Ratio]				
＋6.5 [＋55.5%]	＋3.2 [＋56.7%]	＋7.7 [-%]	-1.0 [-22.4%]	＋1.2 [＋8.9%]

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

Revenue

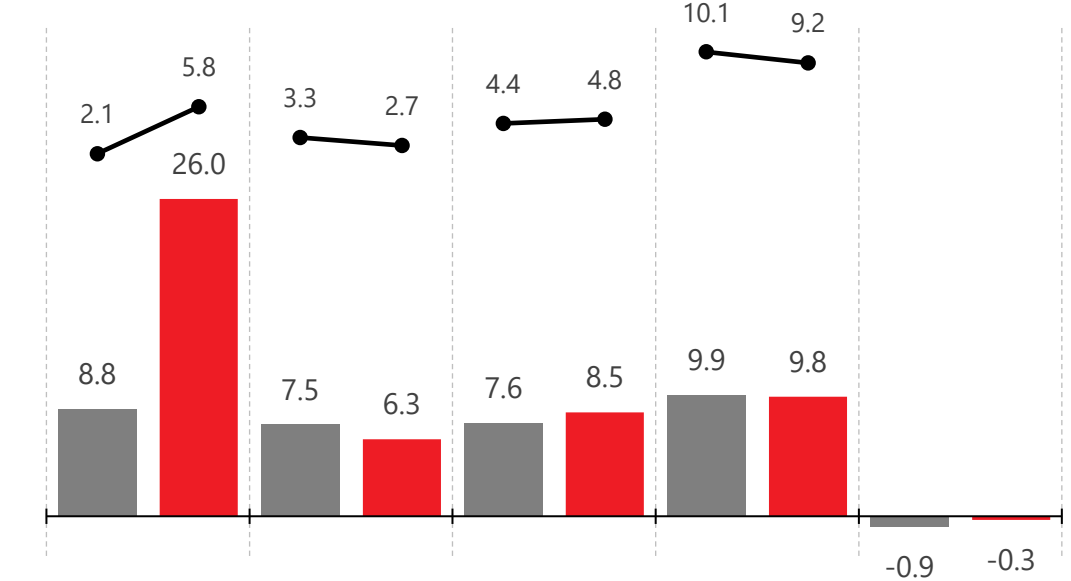
Unit：Billion ¥



Steering Systems	Drivelines	Industrial & Bearings	Machine tools	Others
Change [Change Ratio]				
＋20.0 [＋4.6%]	＋5.7 [＋2.5%]	＋7.0 [＋4.1%]	＋8.1 [＋8.3%]	-0.3 [-42.0%]

Business Profit

Unit：Billion ¥



Steering Systems	Drivelines	Industrial & Bearings	Machine tools	Others
Change [Change Ratio]				
＋17.1 [＋194.1%]	-1.2 [-16.5%]	＋0.9 [＋11.9%]	-0.0 [-1.0%]	＋0.6 [-%]

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■ **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.

(Ratio to revenue)

Unit：Billion Yen

		FY2025 Actual		FY2026 Disclosed Q1		**FY2026 Disclosed Q2**		Change	Change ratio
Revenue			1,924.9		1,880.0		**1,920.0**	+40.0	+2.1%
Business profit	*1	(3.9%)	75.6	(4.8%)	90.0	**(4.9%)**	**95.0**	+5.0	+5.6%
Operating profit		(1.3%)	24.8	(4.0%)	75.0	**(3.9%)**	**75.0**	—	—
Profit before income taxes		(1.4%)	27.3	(3.7%)	70.0	**(3.6%)**	**70.0**	—	—
Profit for the period	*2	(0.6%)	11.9	(2.7%)	50.0	**(2.6%)**	**50.0**	—	—
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	

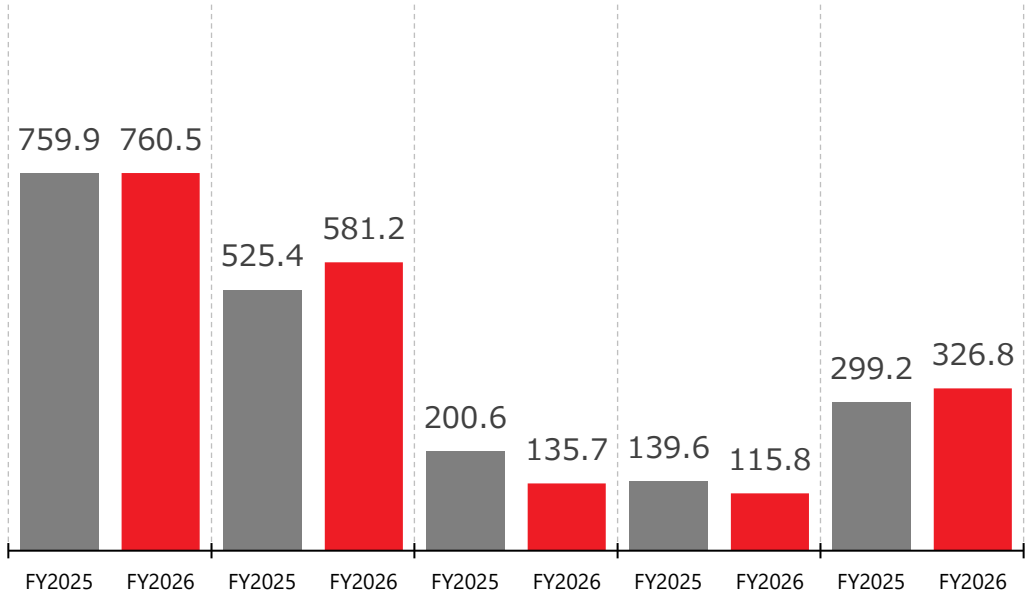
*1 Our own management profit after deducting "cost of revenue" and "selling, general and administrative expenses" from "Revenue"
*2 Profit attributable to owners of the parent company

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

Revenue

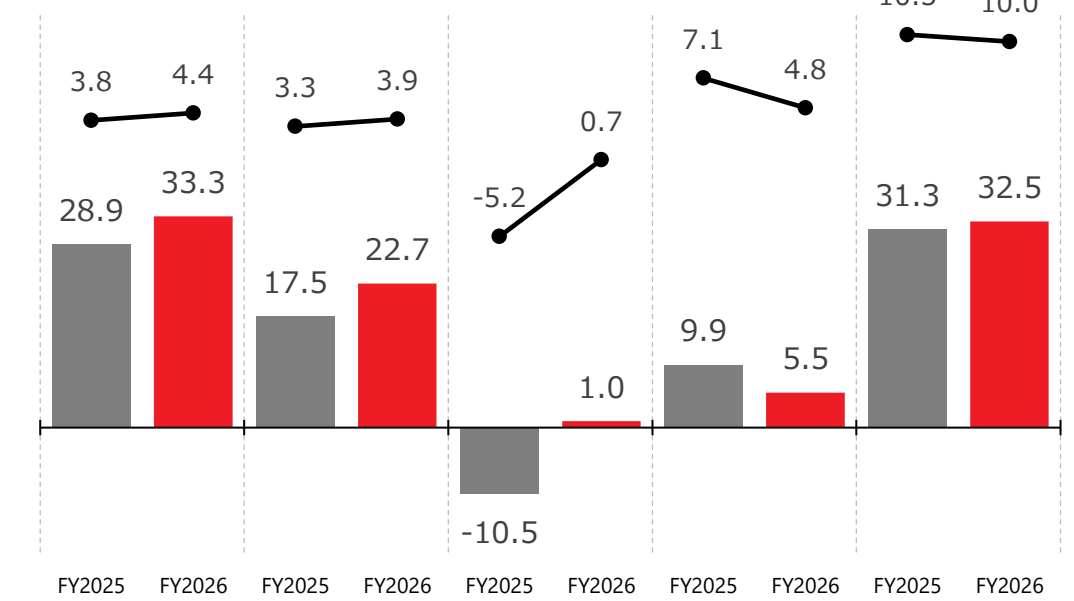
Unit：Billion ¥



Japan	North America	Europe	China	Asia & Others
Change [Change Ratio]				
＋0.5 [＋0.1%]	＋55.8 [＋10.6%]	-65.0 [-32.4%]	-23.8 [-17.1%]	＋27.5 [＋9.2%]

Business Profit

Unit：Billion ¥



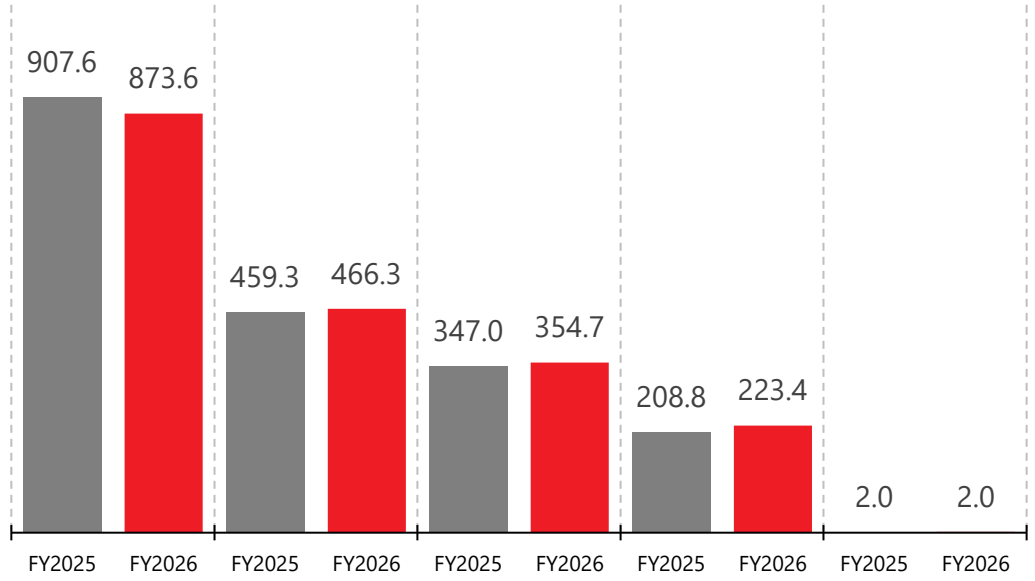
Japan	North America	Europe	China	Asia & Others
Change [Change Ratio]				
＋4.3 [＋14.8%]	＋5.2 [＋29.5%]	＋11.5 [-%]	-4.4 [-44.1%]	＋1.1 [＋3.6%]

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

Revenue

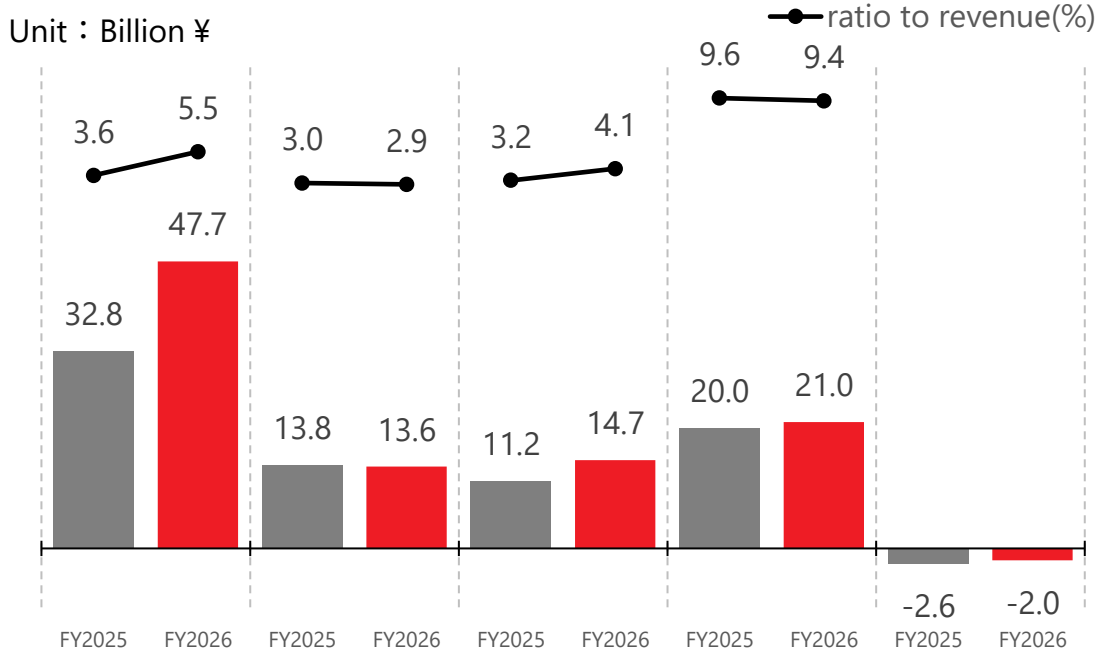
Unit：Billion ¥



Steering Systems	Drivelines	Industrial & Bearings	Machine tools	Others
Change [Change Ratio]				
-34.0 [-3.8%]	+7.0 [+1.5%]	+7.6 [+2.2%]	+14.6 [+7.0%]	-0.0 [-2.5%]

Business Profit

Unit：Billion ¥



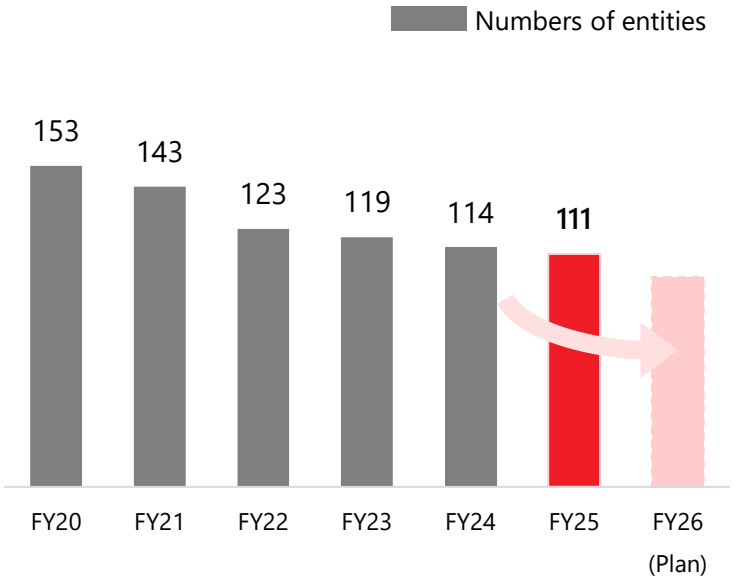
Steering Systems	Drivelines	Industrial & Bearings	Machine tools	Others
Change [Change Ratio]				
+14.8 [+45.2%]	-0.3 [-2.0%]	+3.4 [+30.7%]	+0.9 [+4.7%]	+0.6 [-%]

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■ Focused on asset efficiency, downsizing to the right scale steadily

Compress low return assets

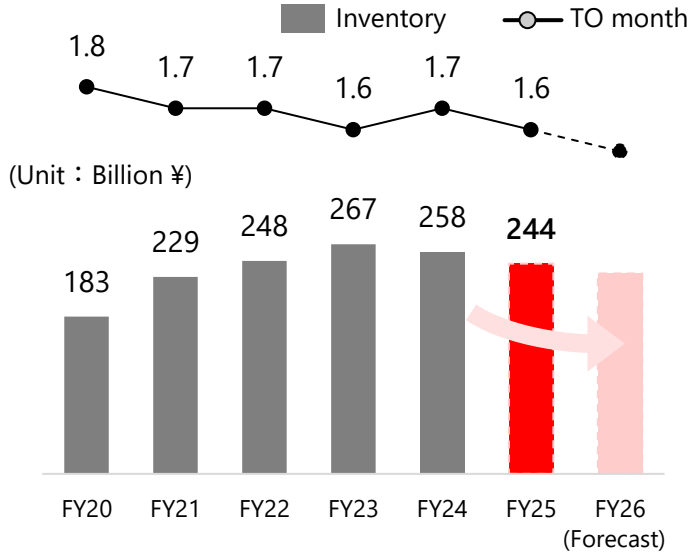
- ✓ Continue business reforming for better asset efficiency.
- ✓ Accelerate entity reductions and consolidation.



2nd MT Plan

Inventory reduction

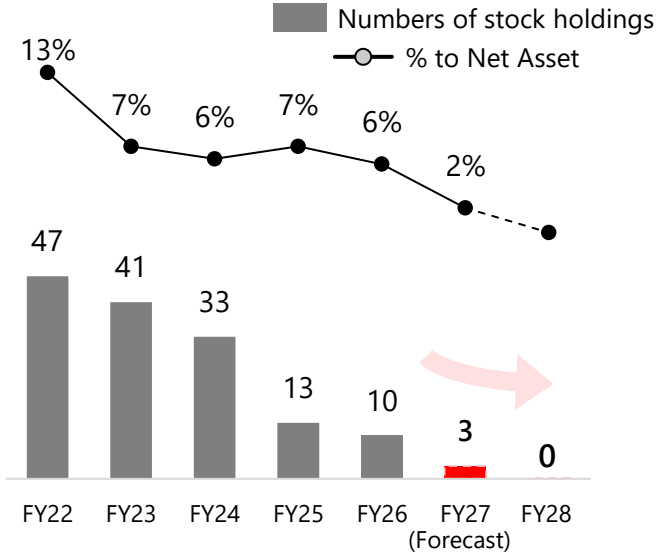
- ✓ ¥30B reduction achieved in FY25 excluding impact of FX 13 & Tariff 4.
- ✓ Drive further inventory reductions by optimizing supply-chain, and shorter production LT.



2nd MT Plan

Cross-shareholdings Reduction

- ✓ Most divestments completed by FY25.
- ✓ On track for full reduction in FY26.
  - ➡ Reduced 77 (in FY19) to zero after 8 years efforts.



2nd MT Plan

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With structural reforms making a significant contribution, achievement of the Mid-Term Plan targets is now within reach

	FY2025 Result	FY2026 Forecast	FY2026 Target
ROE	1.6%	6.2%	7-8%
Business profit Ratio	3.9%	4.9%	5-6%
PBR	x 0.66	-	x 1.0
Revenue	1.92 trillion yen	1.92 trillion yen	2 trillion yen
Employee engagement (eNPS*)	-63	-	-55
CO2 reduction goal From FY2013	-45% Forecast figure	-	-45%

Expected to achieve the MT plan targets ahead of schedule

【Financial indicators】

✓ Revenue downside from market changes has led to below-target ROE and margins, but **targets remain achievable**.

✓ **Structural reforms are being steadily implemented** in line with 2nd MT plan, resulting in weak ROE in FY2025 (as planned), but some costs have been deferred to FY2026.

【Non-financial indicators】

✓ eNPS is improving, driven by labor-management dialogue and workplace improvements based on survey insights.

✓ A CN plant has been newly established at the Hanazono Plant to accelerate carbon neutrality. Demonstration of on-site green energy production and consumption at the plant level using storage batteries and hydrogen is underway.
→ Preparing for commercialization

* eNPS：Employee Net Promoter Score ; performance of JTEKT

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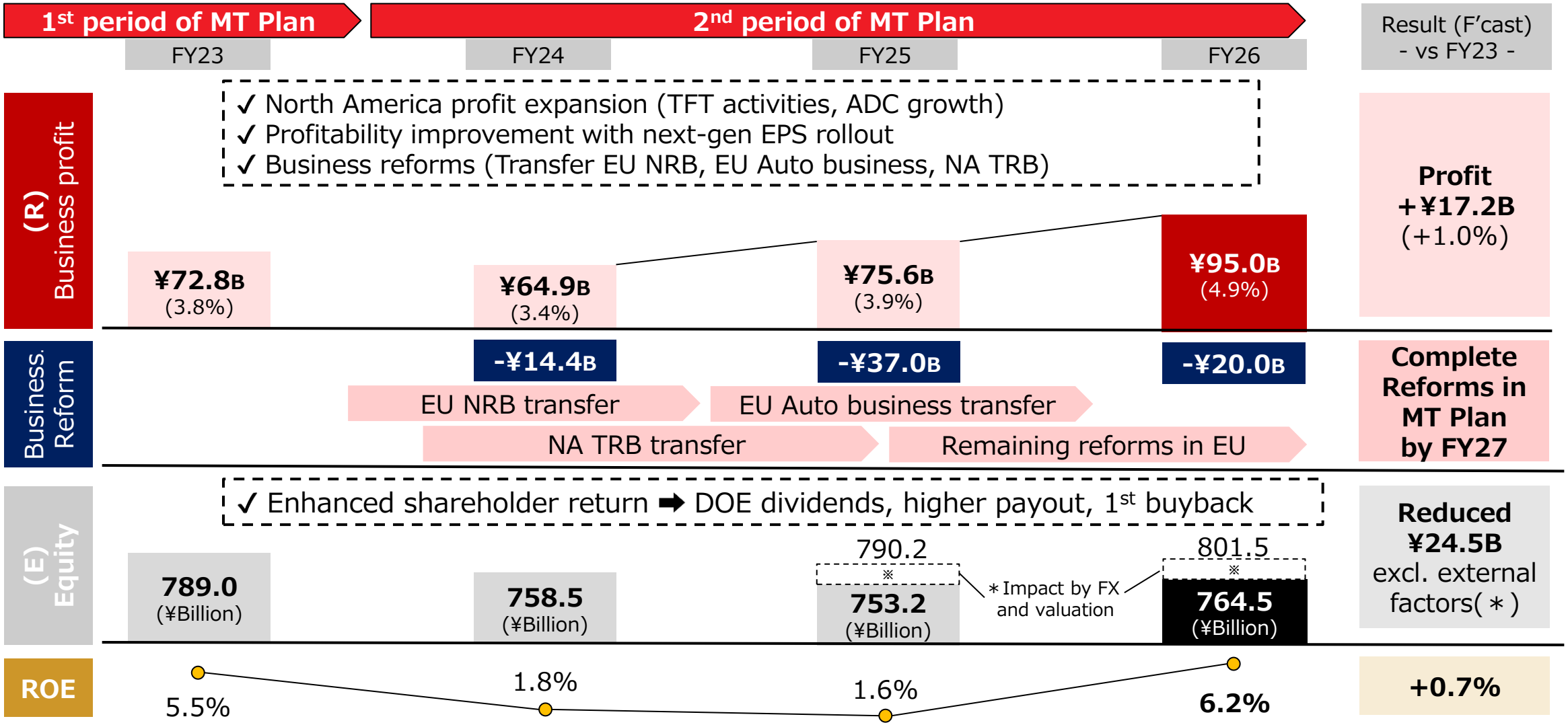
■ While only the Automotive Business has reached the Mid-Term Plan target, **various initiatives are steadily improving profitability.**

Business Unit	Business profit ratio				Review comments	
	FY2024 Result	FY2025 Result	FY2026 Forecast	FY2026 Target	Key achievements	Challenges and Future Initiatives
Automotive	2.9%	3.4%	4.6%	5.5%	**Although affected by volume declines in China and other regions, profitability improved through various initiatives** ✓ Start of mass production of new products such as SbW* and Pairdriver® ✓ Improvement in EPS* profitability during vehicle model changes (Next generation EPS)	✓ Expansion of SbW and Pairdriver® sales ✓ Strengthening of modular design ✓ Establishment of resilient production lines
Industrial and Bearing	2.5%	3.2%	4.1%	7.5%	**Despite the prolonged downturn in the industrial machinery market, the effects of structural reforms are materializing as planned** ✓ Disposition of the European NRB* business ✓ Withdrawal from TRB* production in Europe and North America ✓ Development of ultra-high-speed deep groove ball bearings for eAxles	✓ Ongoing global restructuring and strengthening of resilience ✓ Strengthening sales of key customers and high value-added products
Machine Tools & Manufacturing Systems	10.4%	9.6%	9.4%	11.0%	**Despite maintaining high profitability, profits declined due to delays in BEV adoption and upfront investments in the North American FA business** ✓ Preparations for expanding the North American FA business (including warehouse expansion investments) ✓ Development and market launch of new grinding machine products for semiconductors	✓ Further expansion of the North American FA business ✓ Development and market launch of large grinding machines such as the G5 ✓ Strengthening 3D manufacturing capabilities
(For Reference) Aftermarket (Aftermarket figures are included within each business unit)	14~15%	14~15%	14~15%	14~15%	✓ Establishment of a new sales base in Vietnam ✓ Expansion of the aftermarket product lineup for automotive components	✓ Expansion in focus regions (Africa, ASEAN, India, and Central Asia) ✓ Further strengthening of product competitiveness ✓ Optimization of logistics and warehousing

* SbW : Steer by Wire EPS : Electric Power Steering NRB : Needle Roller Bearing TRB : Tapered Roller Bearing

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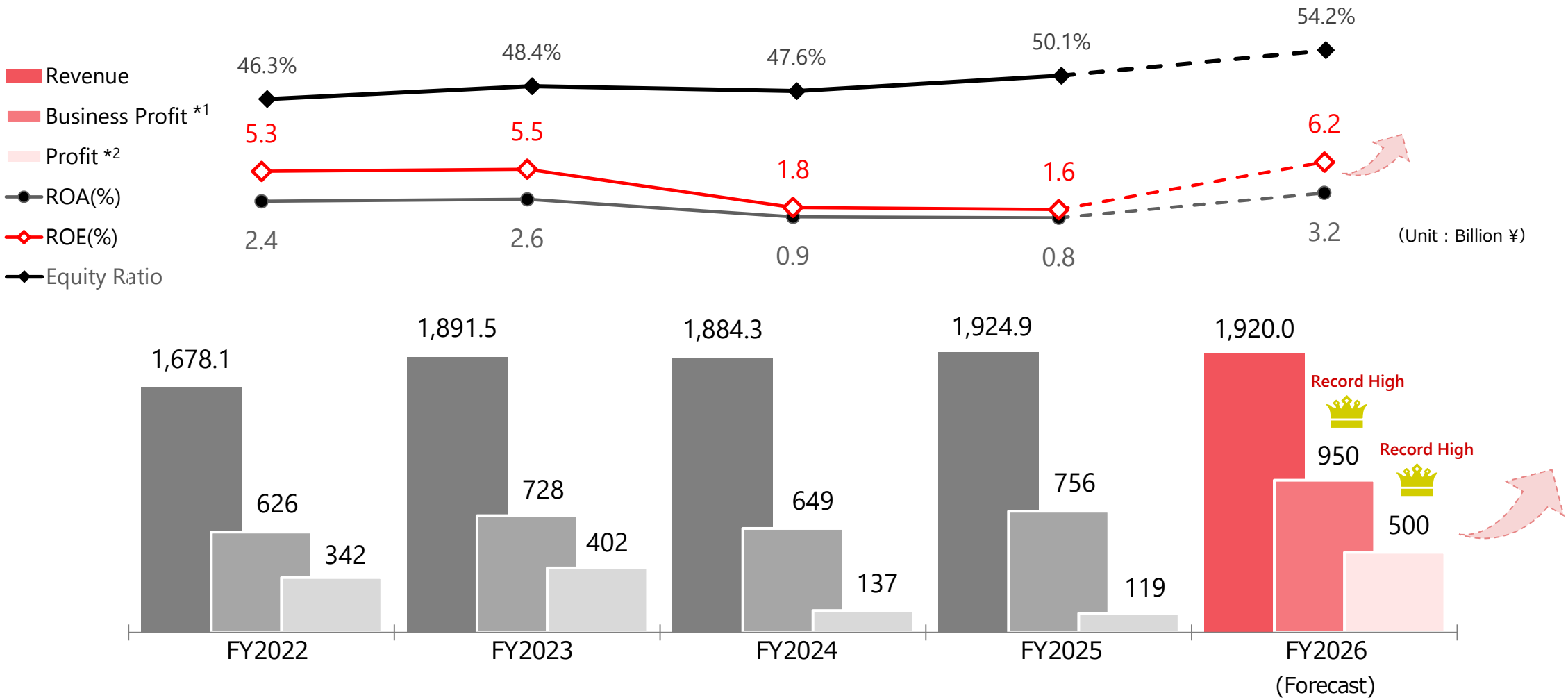
Driving structural reforms, improving "R" and optimizing "E," lifting ROE toward target



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4. Financial results / Return to shareholders

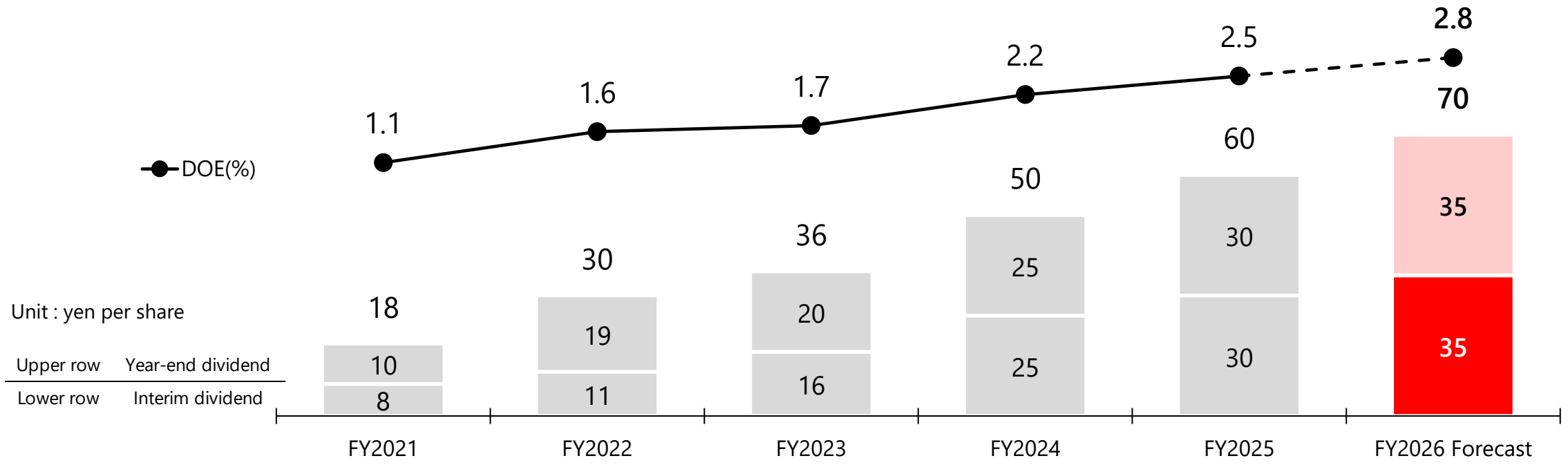
While profit is expected to remain subdued in FY2024 and FY2025 due to one-time restructuring costs, we expect record-high profit in FY2026 as the benefits of the restructuring materialize.



*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

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Enhance shareholder returns in line with the Medium-Term Management Plan, while maintaining financial discipline FY2026 Dividend Forecast: ¥70/share. (Interim ¥35 / Year-end ¥35; DOE 2.8%, unchanged from the initial forecast)



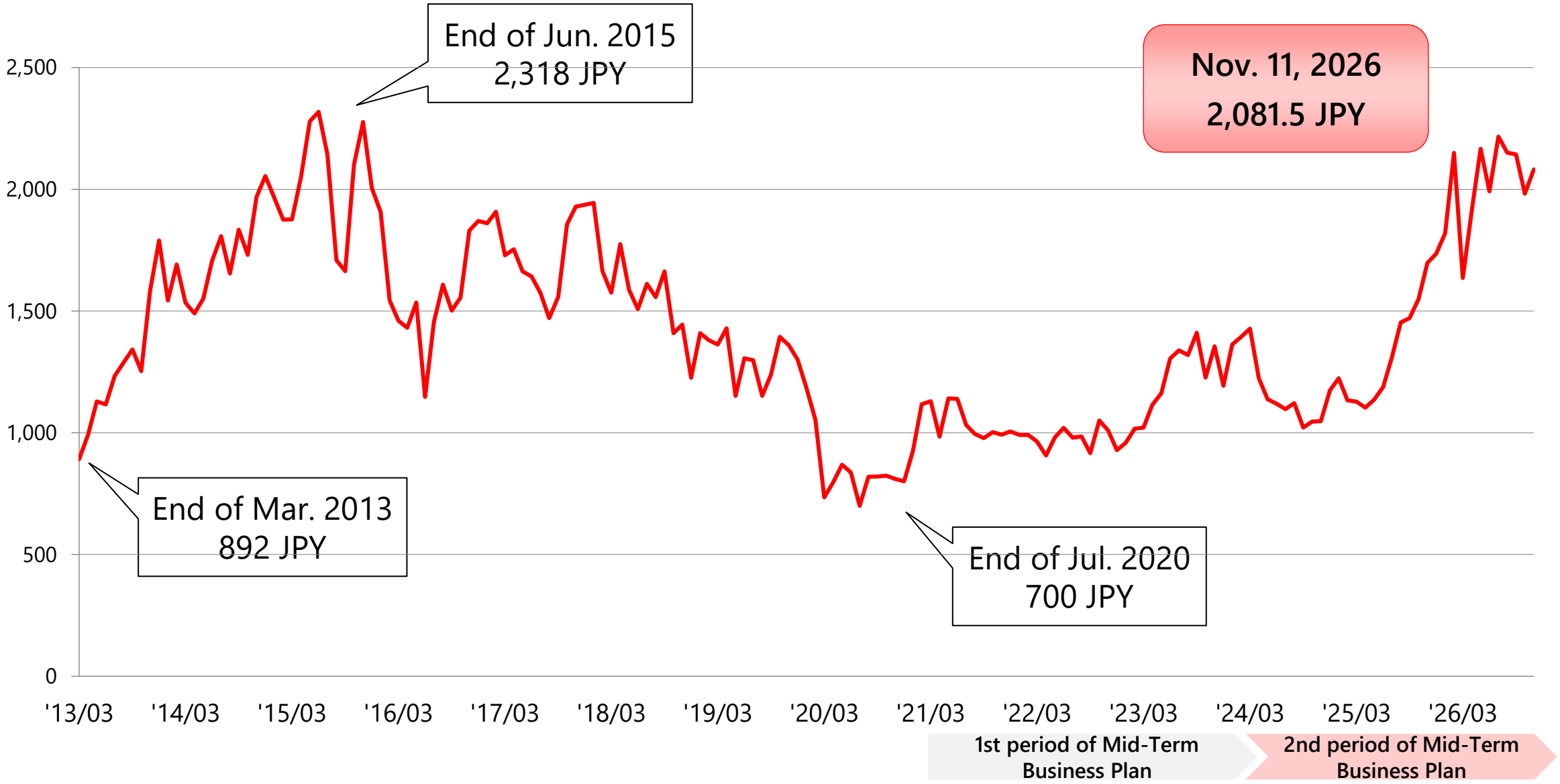
1st period of Mid-Term Business Plan
Based on Dividend payout ratio

2nd period of Mid-Term Business 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**

* Profit attributable to owners of the parent company

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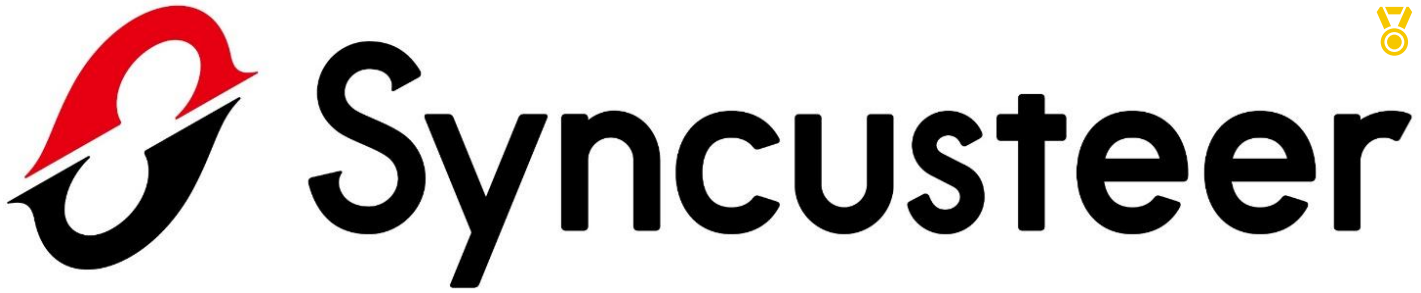
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5. Activities for the future

【Awards received from various organizations】

- The Japan Society of Mechanical Engineers (JSME Award (Technology), 2025)
- Society of Automotive Engineers of Japan (Technology Development Award 2026)
- Toyota Motor Corporation (Excellent Award for Technical Development)

■ Announced Syncusteer™ as a new steer-by-wire brand. (May 7, 2026)



SYNC (Synchronization and coordination)

- Driver and vehicle as one
- Human and machine in harmony

×

STEER

- Pride and responsibility in the technologies we have cultivated
- Expansion of the experiential value of “turning”

US

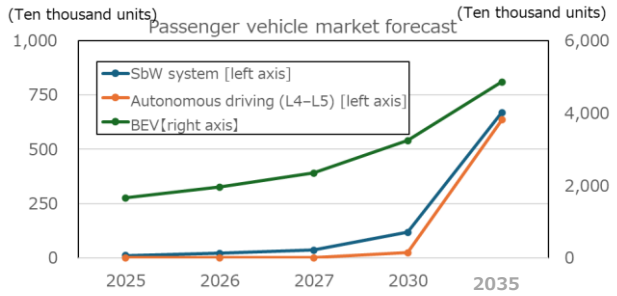
- Customer / JTEKT technologies

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■ SbW demand is expected to increase rapidly from around 2030, alongside the spread of autonomous driving and BEVs.

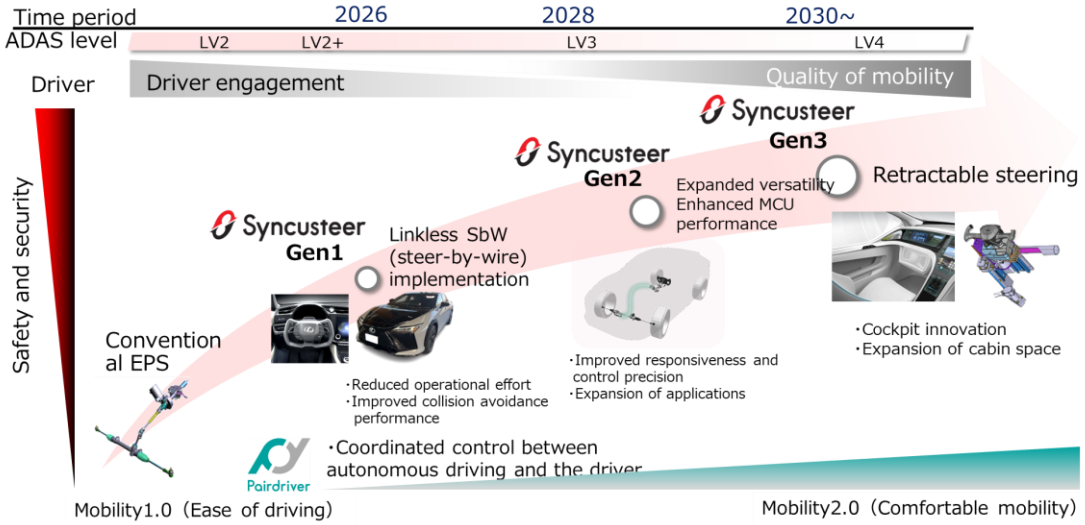
■ Leverage our strengths to formulate a strategy and aim to establish a de facto standard.

Market size forecast and evolution of SbW



Aim to expand sales in line with rising demand from 2030 onward

(Sources)
BEV volume forecast: Based on S&P Global data (2026)
Forecasts for autonomous driving and SbW adoption
: Based on Fuji Keizai's "Future Outlook of the Autonomous Driving and AI Car Market 2024"

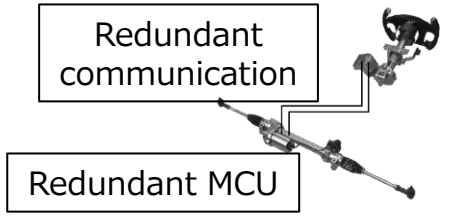


Strategy toward de facto standardization

■ JTEKT's strengths

✓ **High reliability and mass production capability**

Utilization of existing products, technologies, and facilities



Steering unit ● — C-EPS-based

×

Existing products

Steering actuator unit ● — RP-EPS and DP-EPS based

Utilization of existing technologies

✓ **Advanced control and communication technologies**

Based on world-leading EPS experience, accurately conveying road surface information necessary for the driver





■ Strategies

✓ **ECU system proposal tailored to the polarization of the global market**

✓ **Strengthening of modular design**

✓ **Investment reduction through production line reforms** (see next page)

* C-EPS: Column-type EPS *RP-EPS: Rack-parallel type EPS *DP-EPS: Dual-pinion type EPS *ECU: Electronic Control Unit

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■ Our unique positioning - spanning components, equipment, and on-site operations - enables us to deliver value by addressing “factory-level challenges”.

■JTEKT’s positioning = a unique position

- ✓ A rare manufacturer that **combines in-house component production** with the technological expertise to **develop machine tools and equipment**
- ✓ Our greatest strength: **first-hand insight into both “maker” and “user”**

Component production sites	Low (Outsourcing)	Mid (Industrial machinery)	High (Diverse equipment)
Yes	A typical component manufacturer	Automotive component manufacturers A, B, and C･･･	JTEKT
No	–	A typical industrial machinery manufacturer	Machine tool manufacturer D, E,and F･･･

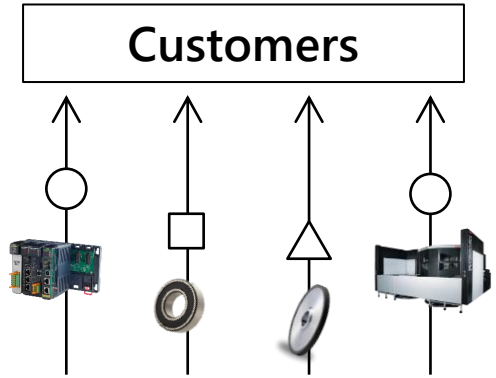
Equipment design and manufacturing capabilities

■Steps toward becoming a solution provider

- ✓ **All the “pieces” needed to solve factory challenges are already in place**; but offerings remain limited to **standalone products.**
- ✓ Leveraging JTEKT’s unique strengths to provide **total solutions to other factories, addressing not only current but also “next-level factory challenges”**

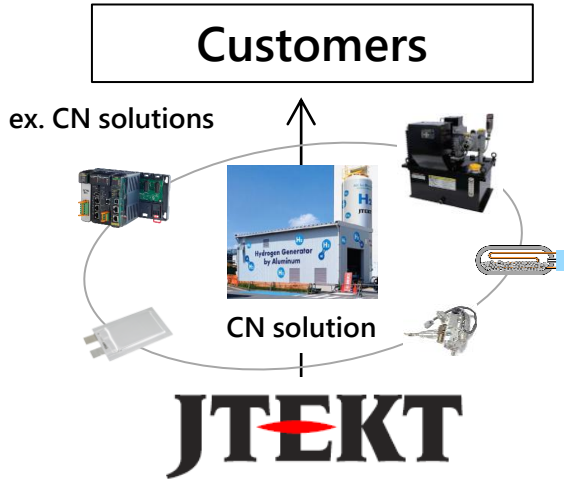
(Current status)

“Point” solutions (standalone offerings)



(Target vision)

Total solution proposals



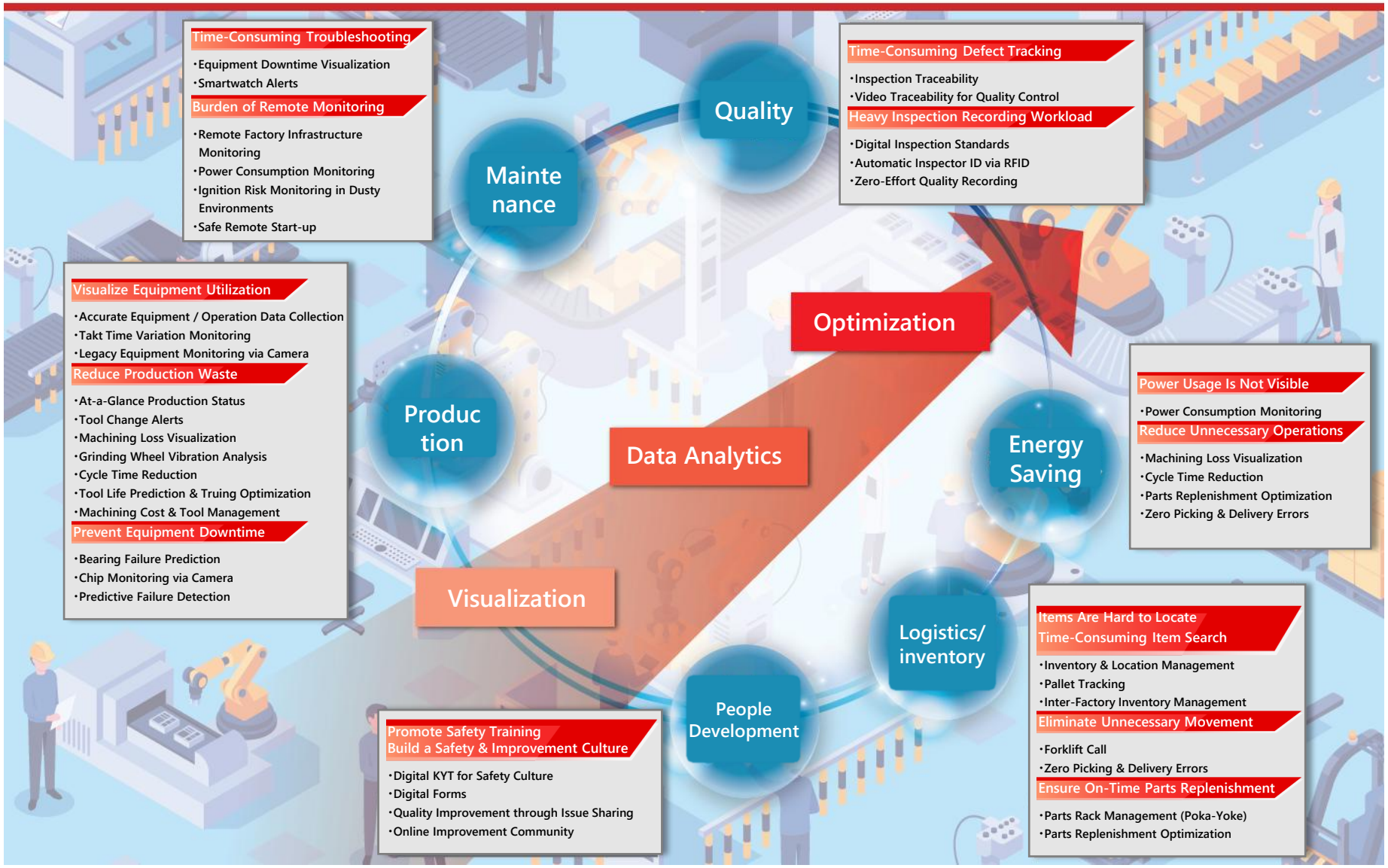
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■ Concept：We build machines! We use them in our own factories! ➡ That's our strength!!



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JTEKT Solves Factory Challenges through Extensive Experience and Specialized Expertise.



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Issue

Shop Floor Challenges

Unexpected Equipment Downtime...

Do These Challenges Sound Familiar?



Answer

JTEKT's Proposal

JTEKT-RemoteCare®

Detection
(Anomaly Monitoring & Alerts)

❶ RemoteCore Detects the Issue, AI Analyzes the Cause

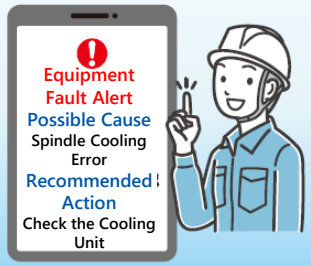


Key Benefits

Efficient Maintenance Operations

Connecting
(Remote Support & Fast Recovery)

❷ Instant Alert to the Person in Charge



Key Benefits

Shorter Recovery Time

❸ On-Site Initial Response & Fast Recovery

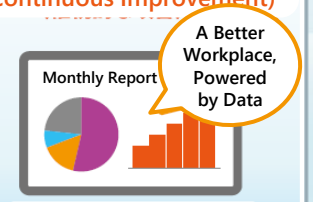


Key Benefits

Lower Travel Costs

Improvement
(Monthly Reports & Proposal)

❹ Monthly Remote Care Analysis
(Continuous Improvement)



✓ Alert Trends
✓ Past Response Records
✓ Improvement Proposal

Key Benefits

Equipment Status Visualization

Continuous Improvement & Preventive Maintenance

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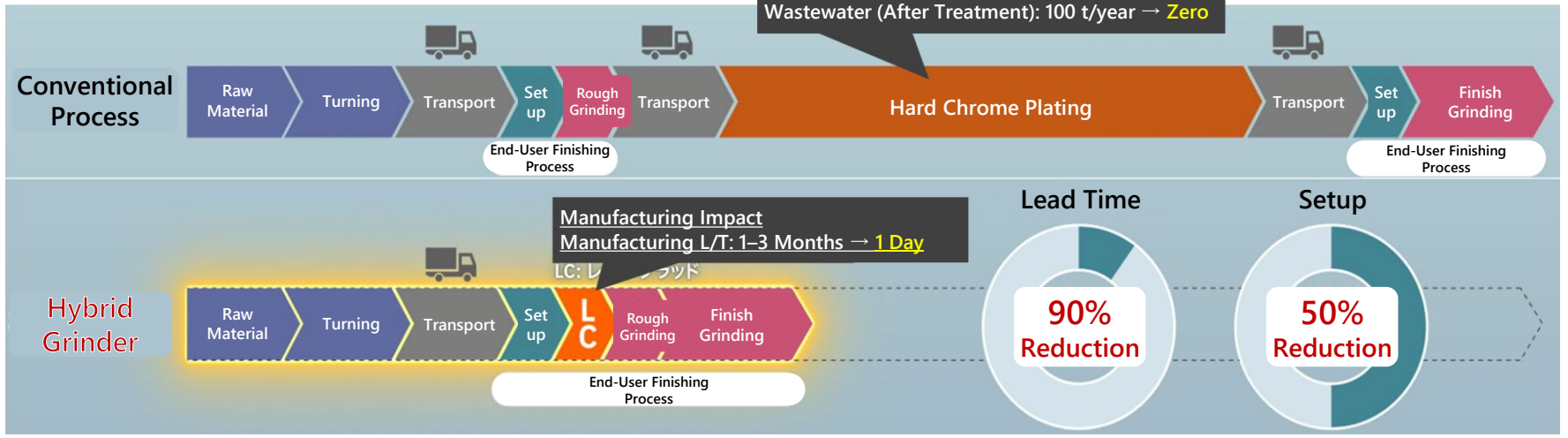
■ One-Chuck Processing from Surface Treatment to Finishing with a Laser Cladding Hybrid Grinder

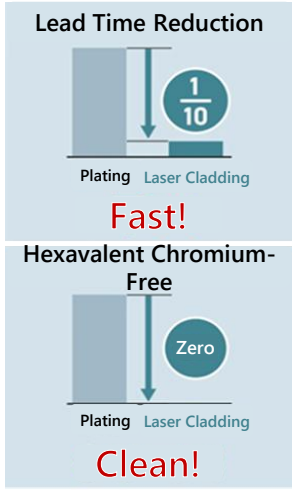
▶ Laser Cladding Hybrid Grinder (Released Aug. 25, 2026)











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Issue

Shop Floor Challenges

Automation Should Make Work Easier... So Why Is It So Hard to Achieve?

Why?

❶ Long Implementation Time
- ✓ On-Site Assessment
- ✓ Design Changes
- ✓ On-Site Adjustments
- ✓ Rework

→ Unexpected Delays

❷ Higher-Than-Expected Costs
- ✓ Rework
- ✓ Additional Work
- ✓ More Time for Adjustments

→ Unexpected Cost up

Answer

JTEKT's Proposal

Digitally Recreate the Shop Floor to Prevent Rework

Conventional Automation

Assessment → Design → Build → Implementation → Rework

Problems Arise
- ✓ Rework
- ✓ On-Site Adjustments
- ✓ Additional Work

JTEKT's Automation Process



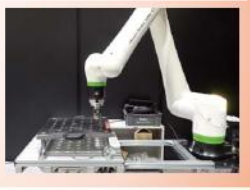
❶ Digital Shop Floor & Work Analysis Tool

Digitize People and Equipment to Identify & Validate Improvements.



❷ Robot Fine-Teaching-Less Tool

Measure On-Site Deviations and Apply Them to the Program to Reduce On-Site Rework.



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"Visualizing Energy Use Is the First Step to Cost Reduction!

Factory Assessment

Identify Energy Issues



Propose Energy Visualization Solutions

Develop a CN Roadmap



Expand Energy Visualization Systems



Energy-Saving proposal

Prioritized Improvements

- ✓ Optimize Start-Up Time
- ✓ Shut Down Idle Equipment
- ✓ Optimize Compressed Air
- ✓ Install Inverters

JTEKT's Activities

Achieve Carbon Neutrality at Our Own Plants.

CN Lab — Carbon Neutrality at Office Scale

- ✓ Energy Storage & Transmission
- ✓ Solution Development
- ✓ Hydrogen Solution



Generate | Storage | Transport | Use



Energy Visualization Dashboard Now Available!

CN Plant — Carbon Neutrality at Factory Scale

- ✓ Develop a Roadmap
- ✓ Energy Visualization & Saving
- ✓ Renewable Energy & Energy Management
- ✓ Hydrogen Utilization (Aluminum Casting)



51% Reduction in CO_2 Intensity vs. 2013

6 Steps to Carbon Neutrality Based on Our Experience

End-to-End Support Beyond Energy Saving

Solar × Battery Storage × Hydrogen

Implementation Simulation

STEP 01	STEP 02	STEP 03	STEP 04	STEP 05	STEP 06
Roadmap Development	Energy Visualization & Saving	Renewable Energy	Battery Storage	Hydrogen Utilization	Achieve Carbon Neutrality
Where Should We Start?	Where Do We Start with Energy Saving?	How Should We Use Solar Power?	What Do We Do with the Power Generated?	What About Fuels That Can't Be Electrified?	What's the Best Final Step?
Implementation Assessment	Driven Visualization(AI)	Energy Management Simulation	B-EMS / BCP	H_2EMS	F-EMS

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6. Appendix

The JTEKT Report 2026 was released on September 29, 2026

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





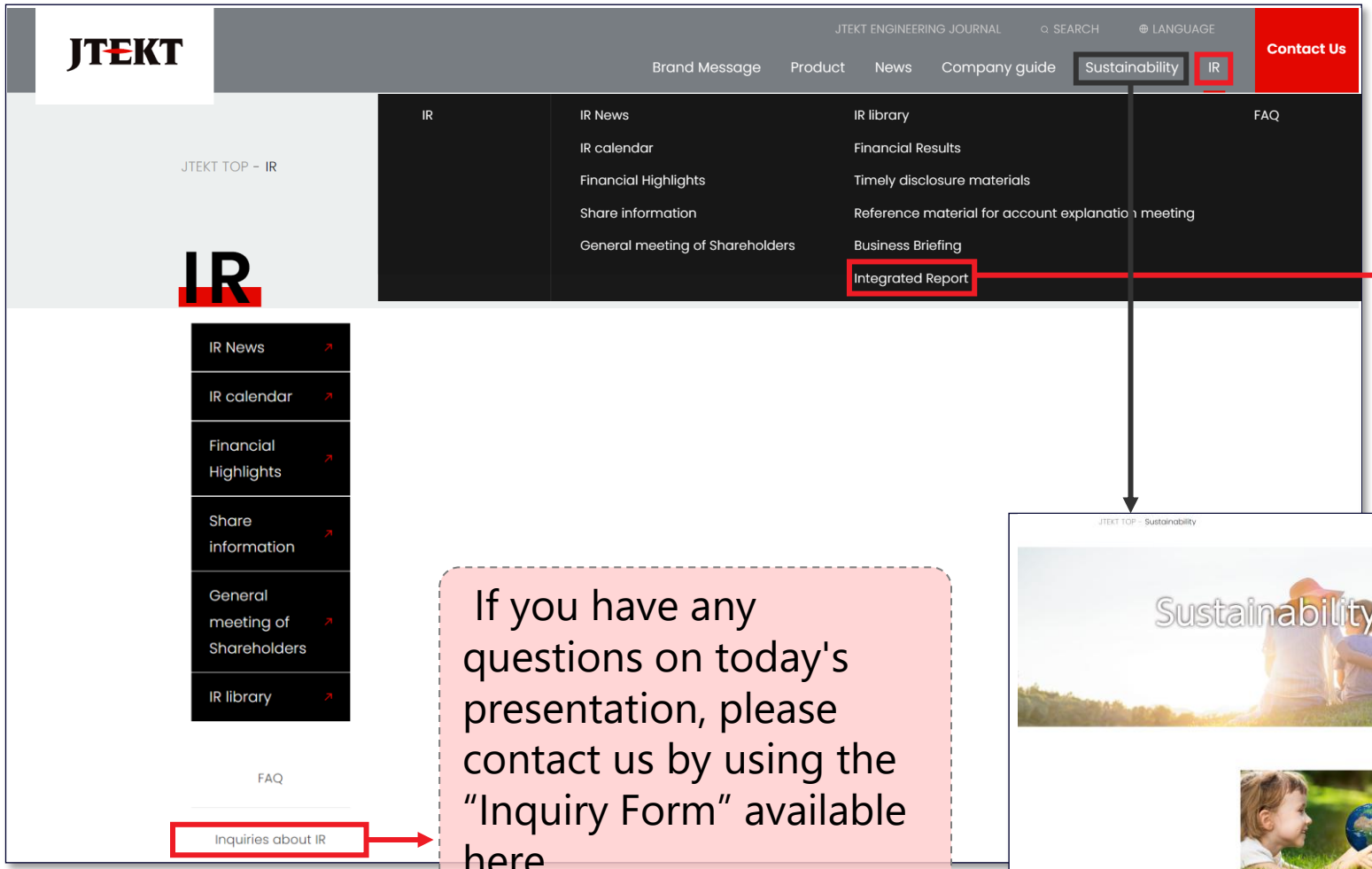








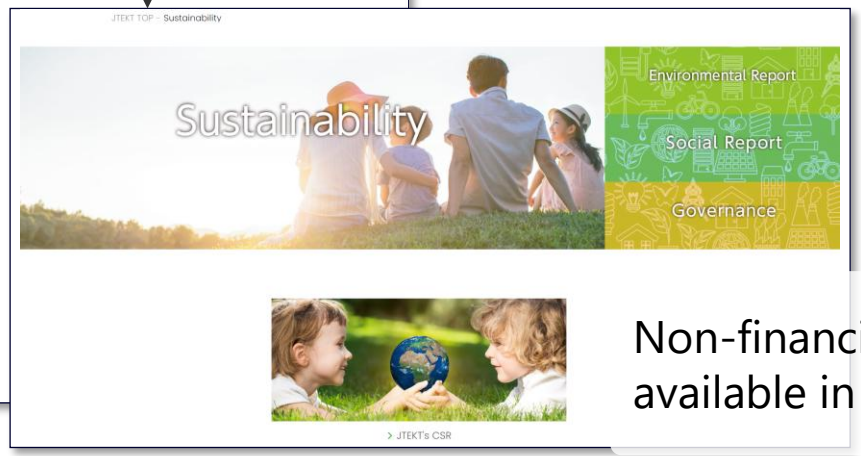
■ The “Investor Relations” section of the Company's website (https://www.jtekt.co.jp/) provides information for shareholders and investors.



If you have any questions on today's presentation, please contact us by using the “Inquiry Form” available here.

Integrated Report
(JTEKT Report 2026)





Non-financial information is available in the “Sustainability

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JTEKT aims to be a company
that delivers dreams and energy
to all stakeholders through sports!
– Contribution
to society
Contribution
to community –
JTEKT
STINGS
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【 Note on forward-looking statements 】

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This material contains statements regarding the business forecasts of the Company and its consolidated subsidiaries, as well as plans and strategies based on forward-looking projections. Such forward-looking statements are based on judgments and assumptions made in light of the information currently available to the Company and involve uncertainties inherent in such judgments and assumptions, as well as risks arising from future business operations and changes in internal and external circumstances.

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Investors should obtain and carefully review the prospectus, including all information contained therein, before making any investment decision regarding the Company's securities. For requests for a prospectus or further inquiries, please contact the securities company handling the offering.