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(Securities Code 6473)

June 4, 2026

(Start of electronic provision of documents: June 2, 2026)

**To Shareholders with Voting Rights:**

Yoshihito Kondo  
President, Member of the Board  
JTEKT Corporation  
1-1 Asahi-machi, Kariya,  
Aichi, Japan

**NOTICE OF  
THE 126TH ANNUAL GENERAL MEETING OF SHAREHOLDERS**

We would like to express our appreciation for your continuous support.

The 126th Annual General Meeting of Shareholders of JTEKT Corporation (the “Company”) will be held as follows.

If you are unable to attend the meeting, you can exercise your voting rights via the Internet, etc. or by postal mail. Please kindly follow the subsequent “Guidance on Exercising Your Voting Rights” and exercise your voting rights by reference to the Reference Documents for the General Meeting of Shareholders in the posted matters subject to the electronic provision measures by no later than 5:30 p.m. on Wednesday, June 24, 2026, Japan time.

- 1. Date and Time:** Thursday, June 25, 2026 at 10:00 a.m., Japan time
- 2. Place:** Hall, GF of Main Office Building, JTEKT  
2-2 Showa-cho, Kariya, Aichi, Japan
- 3. Meeting Agenda:**
  - Matters to be reported:** Business Report, Consolidated Financial Statements and Non-consolidated Financial Statements for the Company’s 126th Fiscal Year (April 1, 2025–March 31, 2026), and results of audits by the Accounting Auditor and the Audit & Supervisory Board for the Consolidated Financial Statements
  - Proposals to be resolved:**
    - Proposal 1:** Election of 6 Directors
    - Proposal 2:** Election of 2 Audit & Supervisory Board Members
    - Proposal 3:** Election of 1 Substitute Audit & Supervisory Board Member

In convening this General Meeting of Shareholders, the Company has taken measures for providing information in electronic format (the “electronic provision measures”) and has posted matters subject to the electronic provision measures on the following Company website.

The Company website

[https://www.jtekt.co.jp/e/ir/f\\_report.html](https://www.jtekt.co.jp/e/ir/f_report.html)

In addition to the website shown above, the Company also has posted this information on the website of Tokyo Stock Exchange (TSE).

TSE website (Listed Company Search)

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

Please access the website mentioned above, enter the Company name or code (6473) into the search field, and select “Basic Information” and “Documents for Public Inspection/PR Information” to view the details.

## Guidance on Other Matters Regarding the Notice

- Among the matters subject to electronic provision measures, the following matters will not be provided in the paper copy to shareholders who made a request for delivery of documents in accordance with the provisions of laws and regulations and the Articles of Incorporation of the Company. These matters are included in Consolidated Financial Statements and Non-consolidated Financial Statements audited by the Accounting Auditor and the Audit & Supervisory Board.
  - Notes to Consolidated Financial Statements
  - Notes to Non-consolidated Financial Statements
- If any amendments are made to matters subject to the electronic provision measures, such amendments will be posted on the respective websites where the matters are posted.

## Guidance on Exercising Your Voting Rights

### By Attending the Meeting

Please bring the enclosed Voting Rights Exercise Form and submit it at the reception desk.

Only our shareholders are allowed to enter the meeting place. Persons attending as proxies for shareholders must be shareholders themselves. Shareholders who concurrently exercise the voting rights of other shareholders as proxies are kindly requested to submit the following: their Voting Rights Exercise Forms as shareholders, their Voting Rights Exercise Forms for voting as proxies, and documents certifying their status as proxies.

Note: If you are attending the meeting, you do not have to exercise your voting rights by postal mail or via the Internet, etc.

Date of the meeting:

Thursday, June 25, 2026, at 10:00 a.m., Japan time

### Via the Internet

Please visit the website designated by the Company for the exercise of voting rights (<https://www.web54.net>) and enter your vote for or against each of the proposals.

Deadline for voting:

The vote must be submitted by 5:30 p.m., Wednesday, June 24, 2026, Japan time.

### By Postal Mail

Please enter your vote for or against each of the proposals on the enclosed Voting Rights Exercise Form and return the Form. If there is no indication of your approval or disapproval of the proposals on the Voting Rights Exercise Form, we will treat it as an indication of your approval.

Deadline for voting:

The Form must be received by 5:30 p.m., Wednesday, June 24, 2026, Japan time.

## Concerning the Platform for the Electronic Exercise of Voting Rights (for Institutional Investors)

Institutional investors have the option of voting by electromagnetic means via the Platform for the Electronic Exercise of Voting Rights operated by ICJ Inc.

# Reference Documents for the General Meeting of Shareholders

## Proposals and References

### Proposal 1: Election of 6 Directors

The terms of office of all 6 Directors will expire at the conclusion of this Annual General Meeting of Shareholders. Accordingly, the election of 6 Directors is proposed.

The candidates are as follows:

| No. |  | Name            | Current positions and responsibilities at the Company  |
|-----|--|-----------------|--|
| 1   | <Reappointment>  | Yoshihito Kondo | President, Member of the Board<br>CEO*<br>Chief of IT & Digital Division<br>Chief of Production Engineering Division   |
| 2   | <Reappointment>  | Koichi Yamanaka | Director, Member of the Board<br>In charge of North America and Europe   |
| 3   | <Reappointment>  | Toshiaki Shinya | Senior Executive Officer, Member of the Board<br>CPO*<br>CLO*<br>Chief of Production Division<br>Senior Chief Operation Officer of CN/CE Strategy Department |
| 4   | <Reappointment><br><Outside Director><br><Independent Director>  | Ikuji Ikeda     | Director, Member of the Board  |
| 5   | <Reappointment><br><Outside Director><br><Independent Director > | Yumiko Sakurai  | Director, Member of the Board  |
| 6   | <Reappointment>  | Isao Nakanishi  | Director, Member of the Board  |

\* CEO stands for Chief Executive Officer.  
CPO stands for Chief Production Officer.  
CLO stands for Chief Logistics Officer.

| No. | Name<br>(Date of birth)   | Experiences, positions and responsibilities at the Company  | Number of<br>shares of the<br>Company held |
|-----|---|---|--|
| 1   | <p>Yoshihito Kondo<br/>(January 23, 1963)</p> <p>&lt;Reappointment&gt;</p> <p>Term of office as a<br/>Director:<br/>2 years</p> | <p>April 1988      Joined Toyota Motor Corporation</p> <p>January 2013    General Manager, Drive Train, Hybrid Vehicle Power Train &amp;<br/>Chassis Production Engineering Division, Toyota Motor<br/>Corporation</p> <p>January 2016    Executive General Manager, Toyota Motor Corporation<br/>Field General Manager, Unit Production Engineering Field<br/>General Manager, Power Train &amp; Chassis Production Engineering<br/>Division</p> <p>January 2017    Chief Officer, Power Train Company, Toyota Motor Corporation</p> <p>January 2019    Field General Manager, Production Engineering Innovation Field,<br/>Toyota Motor Corporation</p> <p>January 2020    Executive Vice President, Production Engineering Development<br/>Center, Toyota Motor Corporation</p> <p>April 2020      President, Production Engineering Development Center, Toyota<br/>Motor Corporation</p> <p>January 2024    Advisor of the Company</p> <p>June 2024      President, Member of the Board (to present)</p> <p>[Current responsibilities]<br/>Chief Executive Officer (CEO), Chief of IT &amp; Digital Division, and Chief of<br/>Production Engineering Division</p> <p>[Reasons for nomination as a candidate for Director]<br/>Mr. Yoshihito Kondo is equipped with such personal qualities as high ethical<br/>standards and impartiality and possesses extensive experience and considerable<br/>insight as a business manager. We therefore propose his re-election as Director,<br/>Member of the Board to leverage his high and broad perspective supported by his<br/>experience as a basis for the reinforcement of our Company's corporate governance<br/>and the sustainable enhancement of our Company's corporate value.</p> | 19,806                                     |
| 2   | <p>Koichi Yamanaka<br/>(March 13, 1964)</p> <p>&lt;Reappointment&gt;</p> <p>Term of office as a<br/>Director:<br/>4 years</p>   | <p>April 1986      Joined KOYO Automatic Machine Co., Ltd. (currently the<br/>Company)</p> <p>January 2010    Chief of Purchasing Department, Steering Business Unit</p> <p>April 2014      Managing Officer</p> <p>April 2016      Chief of North America Business</p> <p>April 2017      Executive Managing Officer</p> <p>April 2018      Chief of North America Business and Latin America Business</p> <p>April 2020      Executive Managing Officer</p> <p>April 2021      Senior Executive Officer</p> <p>June 2022      Director, Member of the Board (to present)</p> <p>[Current responsibilities]<br/>In charge of North America and Europe</p> <p>[Reasons for nomination as a candidate for Director]<br/>Mr. Koichi Yamanaka has solid product knowledge cultivated in the procurement<br/>field and experience garnered through his management roles at the Company's<br/>business management entities in North and Latin America, as well as extensive<br/>experience through fulfilling his duties as Chief of Overseas Business Manager,<br/>Chief of Sales &amp; Marketing Division, and Chief of Purchasing Division. We<br/>therefore propose his re-election as Director, Member of the Board in order to realize<br/>the sustainable enhancement of corporate value of the Company by maximizing his<br/>extensive experience and considerable insight.</p>  | 31,275                                     |

|   |   |  |        |
|---|---|--|--------|
| 3 | <p>Toshiaki Shinya<br/>(December 13, 1964)</p> <p>&lt;Reappointment&gt;</p> <p>Term of office as a Director:<br/>1 year</p>   | <p>April 1985      Joined KOYO Automatic Machine Co., Ltd. (currently the Company)</p> <p>January 2008    Chief of Quality Control Department, Nara Plant, Automotive Parts Business Unit</p> <p>April 2015      Seconded to JTEKT Automotive North America Inc. (the United States)</p> <p>April 2017      Managing Officer (Chief of North America Business)</p> <p>June 2020      President, Yutaka Gears and Machinery Corporation (currently JTEKT Gear Systems Corporation)</p> <p>April 2022      Senior Executive Officer</p> <p>June 2025      Senior Executive Officer, Member of the Board (to present)</p> <p>[Current responsibilities]<br/>CPO (Chief Production Officer), CLO (Chief Logistics Officer) and Chief of Production Division; Senior Chief Operation Officer of CN/CE Strategy Department</p> <p>[Reasons for nomination as a candidate for Director]<br/>Mr. Toshiaki Shinya has product knowledge accumulated in the quality and production departments since joining the Company. He possesses extensive experience and considerable insight as a business manager, serving as President of a domestic subsidiary. We therefore propose his re-election as Director, Member of the Board in order to realize the sustainable enhancement of corporate value of the Company by maximizing his extensive experience and considerable insight.</p>  | 10,205 |
| 4 | <p>Ikuji Ikeda<br/>(November 7, 1956)</p> <p>&lt;Reappointment&gt;<br/>&lt;Outside Director&gt;<br/>&lt;Independent Director&gt;</p> <p>Term of office as a Director:<br/>2 years</p> | <p>April 1979      Joined Sumitomo Rubber Industries, Ltd.</p> <p>January 2000    General Manager, Tire Production Technology Division, Sumitomo Rubber Industries, Ltd.</p> <p>March 2003      Executive Officer, Sumitomo Rubber Industries, Ltd.</p> <p>March 2007      Director (Senior Executive Officer), Sumitomo Rubber Industries, Ltd.</p> <p>March 2010      Director (Managing Executive Officer), Sumitomo Rubber Industries, Ltd.</p> <p>March 2011      President, CEO, and Representative Director, Sumitomo Rubber Industries, Ltd.</p> <p>March 2019      Chairman and Representative Director, Sumitomo Rubber Industries, Ltd.</p> <p>March 2020      Chairman and Director, Sumitomo Rubber Industries, Ltd.</p> <p>March 2023      Director (Executive Advisor), Sumitomo Rubber Industries, Ltd.</p> <p>March 2024      Executive Advisor, Sumitomo Rubber Industries, Ltd. (to present)</p> <p>June 2024      Outside Director, GLORY LTD. (to present)</p> <p>June 2024      Outside Director, Member of the Board of the Company (to present)</p> <p>[Significant concurrent positions]<br/>Executive Advisor, Sumitomo Rubber Industries, Ltd. and Outside Director, GLORY LTD.</p> <p>[Reasons for nomination as a candidate for Outside Director and expected roles]<br/>Mr. Ikuji Ikeda has been primarily involved in production divisions at Sumitomo Rubber Industries, Ltd. since joining the company. He possesses extensive experience and considerable insight as a business manager, serving in roles such as an officer in charge of overseas businesses and President, CEO, and Representative Director. We anticipate his contributions in advising and overseeing the management of the Company, aimed at enhancing sustainable corporate value, based on his many years of accumulated experience and knowledge as a business manager. We therefore propose his re-election as Outside Director, Member of the Board.</p> | 3,417  |

|   |   |  |       |
|---|---|--|-------|
| 5 | <p>Yumiko Sakurai<br/>(March 1, 1969)</p> <p>&lt;Reappointment&gt;<br/>&lt;Outside Director&gt;<br/>&lt;Independent Director&gt;</p> <p>Term of office as a Director:<br/>2 years<br/>(7 years including the term of office as an Outside Audit &amp; Supervisory Board Member)</p> | <p>October 1992    Joined Ito Accounting Office (currently KPMG AZSA LLC)</p> <p>April 1996      Registered as Certified Public Accountant</p> <p>January 2000    President, Yumiko Sakurai Certified Public Accountant Office (to present)</p> <p>June 2014      Outside Director, PROTO CORPORATION</p> <p>June 2019      Outside Audit &amp; Supervisory Board Member of the Company</p> <p>June 2022      Outside Director, DAIKOKU DENKI Co., Ltd. (to present)</p> <p>June 2024      Outside Audit &amp; Supervisory Board Member, Futaba Industrial Co., Ltd. (to present)</p> <p>June 2024      Outside Director, Member of the Board of the Company (to present)</p> <p>[Significant concurrent positions]<br/>President, Yumiko Sakurai Certified Public Accountant Office<br/>Outside Director, DAIKOKU DENKI Co., Ltd.<br/>Outside Audit &amp; Supervisory Board Member, Futaba Industrial Co., Ltd.</p> <p>[Reasons for nomination as a candidate for Outside Director and expected roles]<br/>Since June 2019, Ms. Yumiko Sakurai has served as Outside Audit &amp; Supervisory Board Member for five years, overseeing the management of the Company and providing appropriate suggestions and advice. She understands the strengths and weaknesses of the Company from the perspective of an Outside Audit &amp; Supervisory Board Member. Through her extensive experience in auditing, including work with other companies, we believe she can offer appropriate suggestions and supervision with an objective viewpoint. Though she has not engaged in corporate management in the past other than as an outside director, her wealth of experience and insights are expected to contribute to enhancing the supervisory function of our Board of Directors and strengthening our corporate governance system. We therefore propose her re-election as Outside Director, Member of the Board.</p>   | 5,000 |
| 6 | <p>Isao Nakanishi<br/>(March 9, 1970)</p> <p>&lt;Reappointment&gt;</p> <p>Term of office as a Director:<br/>1 year</p>  | <p>April 1992      Joined Toyota Motor Corporation</p> <p>January 2016    General Manager, Planning Department, New Business Planning Division, Toyota Motor Corporation</p> <p>January 2018    Representative, F-Grid Miyagi Ohira Limited Liability Partnership</p> <p>January 2018    General Manager, Energy Business Department, New Business Planning Division, Toyota Motor Corporation</p> <p>November 2019   Project General Manager belonging to New Business Planning Division, Toyota Motor Corporation</p> <p>June 2020      Representative, Toyota Green Energy Limited Liability Partnership</p> <p>January 2021    General Manager, New Business Planning Division, Toyota Motor Corporation</p> <p>April 2022      Chief Officer, Business Development Group and General Manager, New Business Planning Division, Toyota Motor Corporation (to present)</p> <p>June 2024      Outside Director, Toho Gas Co., Ltd. (to present)</p> <p>June 2025      Director, Member of the Board of the Company (to present)</p> <p>[Significant concurrent positions]<br/>Chief Officer, Business Development Group and General Manager, New Business Planning Division, Toyota Motor Corporation<br/>Outside Director, Toho Gas Co., Ltd.</p> <p>[Reasons for nomination as a candidate for Director]<br/>Mr. Isao Nakanishi possesses extensive business experience and considerable insight into business operations gained primarily by having worked, since joining Toyota Motor Corporation, in the new business planning and development departments and serving as Chief Officer, Business Development Group. We anticipate his contribution in advising and overseeing the deepening of our sustainable management and solving social issues, as well as the growth of our existing businesses and the development of new businesses, based on his extensive experience and considerable insight. We therefore propose his re-election as Director, Member of the Board.</p> | 265   |

(Notes)

1. No conflicts of interest exist between the Company and the candidates.
2. Mr. Ikuji Ikeda and Ms. Yumiko Sakurai are both candidates for Outside Directors.  
The terms of office of both Mr. Ikuji Ikeda and Ms. Yumiko Sakurai as Outside Directors will reach two years, respectively, at the conclusion of this meeting. However, the total term of office of Ms. Yumiko Sakurai, including the term as an Outside Audit & Supervisory Board Member, will amount to seven years.
3. Mr. Ikuji Ikeda and Ms. Yumiko Sakurai are both candidates for Independent Directors under the provisions of the TSE, etc.
4. The Company has concluded liability limitation agreements with Mr. Ikuji Ikeda, Ms. Yumiko Sakurai and Mr. Isao Nakanishi to limit their liability as stipulated in Article 423-1 of the Companies Act up to the minimum liability amount stipulated in Article 425-1 of the Companies Act, in accordance with the Articles of Incorporation. If the election of Mr. Ikuji Ikeda, Ms. Yumiko Sakurai and Mr. Isao Nakanishi are approved under this proposal, the Company intends to continue such agreements with them.
5. The Company has concluded a directors and officers liability insurance policy stipulated in Article 430-3-1 of the Companies Act with an insurance company and fully bears the insurance premiums. This insurance policy covers damages and litigation expenses in the event that a claim for damages is made against the insured due to an act (including omission) committed by the insured in his/her capacity as a director or an officer of the company. The Company, however, takes measures to ensure that the appropriateness of the execution of duties by directors and officers is not impaired by excluding from the scope of compensation any damage caused by directors or officers who have committed criminal acts such as bribery or intentionally committed illegal acts. If the election of the candidates is approved under this proposal, the Company will insure them under this insurance policy. In addition, the Company plans to renew the insurance policy with the same details at the time of the next renewal.
6. The terms of office of the Directors are stated as of the conclusion of this meeting.

**Proposal 2:** Election of 2 Audit & Supervisory Board Members

The terms of office of 2 Audit & Supervisory Board Members, Mr. Makoto Sano and Mr. Yasushi Matsui will expire at the conclusion of this Annual General Meeting of Shareholders. Accordingly, the election of 2 Audit & Supervisory Board Members is proposed. The Audit & Supervisory Board has consented to the submission of this proposal.

The candidates are as follows:

| No. |   | Name           |
|-----|---|----------------|
| 1   | <Reappointment>   | Makoto Sano    |
| 2   | <Reappointment><br><Outside Audit & Supervisory Board Member><br><Independent Audit & Supervisory Board Member> | Yasushi Matsui |

| No. | Name<br>(Date of birth)   | Past experience and positions at the Company  | Number of<br>shares of the<br>Company held |
|-----|---|---|--|
| 1   | <p>Makoto Sano<br/>(August 17, 1957)</p> <p>&lt;Reappointed&gt;</p> <p>Term of office as an<br/>Audit &amp; Supervisory<br/>Board Member:<br/>4 years</p>   | <p>April 1981      Joined Toyota Motor Co., Ltd. (currently Toyota Motor Corporation)</p> <p>March 2014      Senior General Manager of the Company</p> <p>April 2014      Managing Officer</p> <p>April 2015      Executive Managing Officer</p> <p>June 2018      Executive Director</p> <p>June 2020      Senior Executive Director</p> <p>January 2021    Senior Executive Officer, Member of the Board</p> <p>June 2021      Senior Executive Officer</p> <p>April 2022      Advisor</p> <p>June 2022      Audit &amp; Supervisory Board Member (to present)</p> <p>[Reasons for nomination as a candidate for Audit &amp; Supervisory Board Member]<br/>In addition to the experience in the production control department, the manufacturing department, and locally incorporated companies in the US and Europe at Toyota Motor Corporation, Mr. Makoto Sano has been engaged in the management of the Company for years as Managing Officer since 2014, and as Director and Senior Executive Officer since 2018. He has garnered extensive experience and deep insight through fulfilling his duties as a Chief of Production Support Division. We have judged him qualified enough to fulfill his duties as Audit &amp; Supervisory Board Member. We therefore propose his election as Audit &amp; Supervisory Board Member.</p>   | 25,952                                     |
| 2   | <p>Yasushi Matsui<br/>(July 3, 1964)</p> <p>&lt;Reappointed&gt;</p> <p>&lt;Outside Audit &amp; Supervisory Board Member&gt;</p> <p>&lt;Independent Audit &amp; Supervisory Board Member&gt;</p> <p>Term of office as an<br/>Audit &amp; Supervisory<br/>Board Member:<br/>4 years</p> | <p>April 1987      Joined Nippondenso Co., Ltd. (currently DENSO CORPORATION)</p> <p>June 2014      Executive Director, DENSO CORPORATION</p> <p>April 2019      Senior Executive Officer, DENSO CORPORATION</p> <p>June 2021      Member of the Board of Directors and Senior Executive Officer, DENSO CORPORATION</p> <p>June 2022      Outside Audit &amp; Supervisory Board Member of the Company (to present)</p> <p>June 2023      Executive Vice President, Representative Member of the Board, DENSO CORPORATION (to present)</p> <p>[Significant concurrent positions]<br/>Executive Vice President, Representative Member of the Board, DENSO CORPORATION</p> <p>[Reasons for nomination as a candidate for Outside Audit &amp; Supervisory Board Member]<br/>Mr. Yasushi Matsui was engaged in the thermal systems business and the electrification business. In June 2014, he headed the procurement function in his capacity of Executive Director. Since April 2019, he has held various prominent posts as a senior executive officer, such as CFO (Chief Financial Officer), CRO (Chief Risk Officer), and Head of Corporate Strategy Center. Throughout his career, he garnered extensive experience and deep insight as a business manager in both functional and business divisions at DENSO CORPORATION. We have judged him as qualified enough to audit the management of the Company and provide proper advice and recommendations. We therefore propose his election as Outside Audit &amp; Supervisory Board Member.</p> <p>[Matters regarding independence]<br/>We completed the filing to designate Mr. Yasushi Matsui as an Independent Audit &amp; Supervisory Board Member, as defined by the Tokyo Stock Exchange, on May 29, 2026. Although there are business transactions between DENSO CORPORATION, where he serves as Executive Vice President, Representative Member of the Board, and the Company, the transaction amount in FY2025 was less than 1% of both DENSO CORPORATION's consolidated revenue and the Company's consolidated revenue. Accordingly, we have determined that his independence is sufficiently ensured.</p> | 0  |

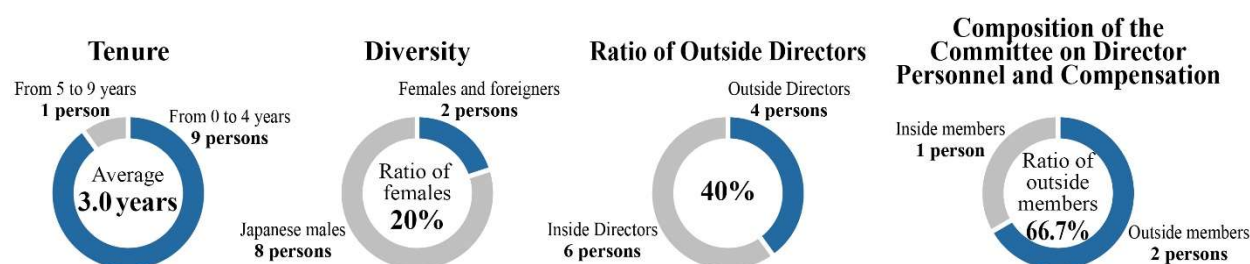
(Notes)

1. No conflicts of interest exist between the Company and the candidates.
2. Mr. Yasushi Matsui is a candidate for Outside Audit & Supervisory Board Member.
3. Mr. Yasushi Matsui is a candidate for Independent Audit & Supervisory Board Member under the provisions of the TSE, etc.
4. The Company has concluded a liability limitation agreement with Mr. Yasushi Matsui to limit his liability as stipulated in Article 423-1 of the Companies Act up to the minimum liability amount stipulated in Article 425-1 of the Companies Act, in accordance with the Articles of Incorporation. If the election of Mr. Yasushi Matsui is approved under this proposal, the Company intends to continue such agreement with him.
5. The Company has concluded a directors and officers liability insurance policy stipulated in Article 430-3-1 of the Companies Act with an insurance company and fully bears the insurance premiums. This insurance policy covers damages and litigation expenses in the event that a claim for damages is made against the insured due to an act (including omission) committed by the insured in his/her capacity as a director or an officer of the company. The Company, however, takes measures to ensure that the appropriateness of the execution of duties by directors and officers is not impaired by excluding from the scope of compensation any damage caused by directors or officers who have committed criminal acts such as bribery or intentionally committed illegal acts. If the election of the candidates is approved under this proposal, the Company will insure them under this insurance policy. In addition, the Company plans to renew the insurance policy with the same details at the time of the next renewal.
6. The terms of office of the Audit & Supervisory Board Members are stated as of the conclusion of this meeting.

(Reference)

### Highlights of corporate governance

The composition of Directors and Audit & Supervisory Board Members upon approval of Proposal 1 and Proposal 2



(Note) Ms. Yumiko Sakurai's tenure includes her service as an Outside Audit & Supervisory Board Member.

Skill matrix of Directors and Audit & Supervisory Board Members upon approval of Proposal 1 and Proposal

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To ensure a balance and diversity of knowledge, experience, and skills among Directors, Members of the Board is vital to the sustainable growth of, and medium- to long-term improvement of the corporate value of JTEKT as a *monozukuri* company. With careful consideration of their experience and expertise in organizational management that are regarded as pivotal in the corporate management, we have elected Directors with diverse backgrounds.

This matrix is intended to indicate specific items (a maximum of five) where the Company expects each individual to excel, and does not represent all the experience and expertise each person possesses.

|                                  | Name            | Title   | Corporate management | Business strategy and marketing | Monozukuri (industrial engineering, procurement, quality and safety) | Technology and R&D | Finance and accounting | Legal and risk management | HR development and labor management | Sustainability and ESG | Global management |
|----------------------------------|-----------------|---|----------------------|---------------------------------|--|--------------------|------------------------|---------------------------|-------------------------------------|------------------------|-------------------|
| Director                         | Yoshihito Kondo | President, Member of the Board                | •                    |                                 | •  | •                  |                        |                           | •                                   |                        | •                 |
|                                  | Koichi Yamanaka | Director, Member of the Board                 | •                    | •                               | •  |                    | •                      |                           |                                     |                        | •                 |
|                                  | Toshiaki Shinya | Senior Executive Officer, Member of the Board | •                    | •                               | •  |                    |                        |                           |                                     | •                      | •                 |
|                                  | Ikuji Ikeda     | Outside Director, Member of the Board         | •                    | •                               | •  |                    |                        |                           | •                                   |                        | •                 |
|                                  | Yumiko Sakurai  | Outside Director, Member of the Board         |                      | •                               |  |                    | •                      | •                         | •                                   | •                      |                   |
|                                  | Isao Nakanishi  | Director, Member of the Board                 | •                    | •                               |  | •                  |                        |                           |                                     | •                      | •                 |
| Audit & Supervisory Board Member | Makoto Sano     | Audit & Supervisory Board Member              | •                    |                                 | •  |                    |                        | •                         | •                                   |                        | •                 |
|                                  | Koichi Tsujita  | Audit & Supervisory Board Member              |                      |                                 |  |                    |                        | •                         | •                                   | •                      | •                 |
|                                  | Yasushi Matsui  | Outside Audit & Supervisory Board Member      | •                    | •                               |  |                    | •                      | •                         |                                     | •                      |                   |
|                                  | Akiko Miyakawa  | Outside Audit & Supervisory Board Member      | •                    |                                 |  |                    | •                      | •                         |                                     |                        | •                 |

**Proposal 3: Election of 1 Substitute Audit & Supervisory Board Member**

In preparation for a shortage in the statutory number of Audit & Supervisory Board Members, we propose the election of 1 substitute Outside Audit & Supervisory Board Member as a substitute for Mr. Yasushi Matsui and Ms. Akiko Miyakawa, both of whom currently serve as Outside Audit & Supervisory Board Members. In the event of her appointment as Audit & Supervisory Board Member, her term of office shall be the same as the remaining term of her predecessor. This resolution shall remain effective until the commencement of the next Annual General Meeting of Shareholders; however, it may be revoked by a resolution of the Board of Directors Meeting, with the consent of the Audit & Supervisory Board only before she is officially appointed as Audit & Supervisory Board Member. The Audit & Supervisory Board has consented to the submission of this proposal.

The candidate is as follows:

| Name<br>(Date of birth)  | Past experience and positions at the Company  | Number of shares of the Company held |
|--|---|--------------------------------------|
| <p>Setsuko Yufu<br/>(March 28, 1952)</p> <p>&lt;Outside Audit &amp; Supervisory Board Member&gt;</p> <p>&lt;Independent Audit &amp; Supervisory Board Member&gt;</p> | <p>April 1981 Admitted to the bar (currently Daini Tokyo Bar Association)</p> <p>September 1986 Joined Adachi, Henderson, Miyatake and Fujita Horitsu Jimusho</p> <p>January 2002 Joined Loeff Claeys Verbeke (currently A&amp;O Shearman, Brussels Office)</p> <p>June 2020 Partnered to Atsumi &amp; Usui LPC (currently Atsumi &amp; Sakai) (to present)</p> <p>Outside Audit &amp; Supervisory Board Member, Panasonic Corporation (currently Panasonic Holdings Corporation) (to present)</p> <p>[Significant concurrent positions]</p> <p>Outside Audit &amp; Supervisory Board Member, Panasonic Holdings Corporation, Senior partner to Atsumi &amp; Sakai</p> <p>[Reasons for nomination as a candidate for substitute Outside Audit &amp; Supervisory Board Member]</p> <p>Ms. Setsuko Yufu has been active in the field of law for many years as an attorney at law and has experience as an outside director of other companies. Based on her high level of expertise and broad experience which she has garnered through her career, we have judged her as qualified enough to audit the management of the Company, and to provide appropriate advice and recommendations if she is appointed as Outside Audit &amp; Supervisory Board Member. We therefore propose her election as a substitute Outside Audit &amp; Supervisory Board Member.</p> | <p>0</p>                             |

(Notes)

- No conflicts of interest exist between the Company and the candidate.
- Ms. Setsuko Yufu is a candidate for substitute Outside Audit & Supervisory Board Member.
- If this proposal is approved as proposed and she assumes office as Outside Audit & Supervisory Board Member, the Company will register her as an Independent Audit & Supervisory Board Member with the Tokyo Stock Exchange, etc.
- If this proposal is approved as proposed and she assumes office as Outside Audit & Supervisory Board Member, the Company will enter into a liability limitation agreement with her to limit her liability as stipulated in Article 423-1 of the Companies Act up to the minimum liability amount as stipulated in Article 425-1 of the Companies Act, in accordance with the Articles of Incorporation.
- The Company has concluded a directors and officers liability insurance policy with an insurance company as stipulated in Article 430-3-1 of the Companies Act and fully bears the insurance premiums. This insurance policy covers damages and litigation expenses in the event that a claim for damages is made against the insured due to an act (including omission) committed by the insured in his/her capacity as a director or an officer of the company. The Company, however, takes measures to ensure that the appropriateness of the execution of duties by directors and officers is not impaired by excluding from the scope of compensation any damage caused by directors or officers who have committed criminal acts such as bribery or intentionally committed illegal acts. If the proposal is approved and Ms. Setsuko Yufu is appointed as Outside Audit & Supervisory Board Member, the Company will insure her under this insurance policy. In addition, the Company plans to renew the insurance policy with the same details at the time of the next renewal.