



JTEKT Group

Behavioral Guidelines

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Top Message: What We Hope to Achieve Through the Behavioral Guidelines



President, Member of the Board

Yoshinori Kondo

To All Members of the JTEKT Group

The Behavioral Guidelines were established to help employees better understand our Value, “Yes for All, by All!”, and put it into practice in our daily work.

To realize our Mission, “Joint Technology to bring joy to the planet earth and all working people” and to ensure JTEKT's continued growth, the active participation and commitment of every employee are essential.

Whenever you are uncertain about a decision or wish to revisit the fundamental principles that guide our actions, I encourage you to refer to the Behavioral Guidelines.

They serve as a practical guide to living our Value, “Yes for All, by All!”, and bringing our Mission and Vision to life.

I firmly believe that the power of every employee is the driving force that enables JTEKT to contribute to society as a solutions provider and create a future in which we grow together with society.

Together, I hope to foster a corporate culture where everyone can work safely and with enthusiasm, where the results of our efforts bring value and happiness to others, and where this positive cycle allows us to take pride in both ourselves and our work.

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Introduction

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1-1. What are the Behavioral Guidelines?

A Guide to Embedding Our Values in Our Daily Behavior



Please refer to pages 21 to 22 for the details of our Mission and Vision.

JTEKT was founded on the histories of two long-established companies, Koyo Seiko and Toyoda Machine Works. By inheriting their outstanding technological capabilities and shared passion for manufacturing, and by integrating their respective strengths, JTEKT has continued to grow.

For JTEKT to remain trusted by society and to continue contributing to it, **it is essential that each and every one of us continually asks ourselves, "what is right," guided by our Values, in order to realize the Mission and Vision that JTEKT aspires to achieve.**

Moreover, respecting one another's individuality and ways of thinking, and thinking and acting together, is the first step toward contributing to society. When you find yourself uncertain about a decision in your work or wish to confirm the direction you should take, we encourage you to turn to the Behavioral Guidelines and make active use of them.

Q. How should the Behavioral Guidelines be used?

Please use these guidelines as a reference when you are unsure about a decision at work and want to think about what is the right thing to do.

In addition to individual use, we also encourage its use as a dialogue tool in the workplace. See page 5 for details.

If you would like guidance on specific actions, please refer to JTEKT Global Conduct Guidelines (Code of Conduct), which are explained on page 6.

Q. What is the difference from the Work Rules?

Work Rules clarify labor conditions and workplace rules for employees in accordance with laws and regulations.

In contrast, the Behavioral Guidelines are a guide that summarizes the ideas and actions to translate the Values of the MVV* into behavior. It serves as a guide for sound judgment and responsible decision-making as a member of the JTEKT Group, and is intended to make JTEKT an even better company.

*MVV stands for our Mission, Vision, and Values, the core principles of our business.

1-2. How to Use the Behavioral Guidelines

Step.1 When you encounter difficulties in your work or are uncertain about a decision, please refer back to the Behavioral Guidelines.

For example, if you ever feel uncertain about the direction of your work or find that opinions are divided in the workplace, we encourage you to review the Behavioral Guidelines.

Step.2 Use the Behavioral Guidelines to engage in dialogue with your superiors and colleagues.

For example, by framing discussions around our shared values—such as asking, “How does this matter relate to ○○ of the Behavioral Guidelines?”—we can reflect on our behavior as members of the JTEKT Group and reaffirm our commitment to honest and sincere actions.

Step.3 When you need concrete examples of actions, refer to JTEKT Global Conduct Guidelines (Code of Conduct).

For example, if you are uncertain after reading the Behavioral Guidelines and lack confidence in the solution, consult JTEKT Global Conduct Guidelines (Code of Conduct), which provide more specific actions.

? When you think something is wrong and cannot consult anyone

If you cannot consult anyone, or if you have concerns about your manager’s or colleagues’ conduct, do not hesitate to speak up as follows.

- ☑ When you have concerns about a colleague’s behavior → First, consult your supervisor.
- ☑ When you have concerns about your supervisor’s behavior → Consult a trusted person such as a leader from another department.
- ☑ If the issue remains unresolved and there is suspicion of a compliance violation → Report or consult via the Global Compliance Hotline.

Speaking up about compliance concerns helps protect the company, our customers, and yourself.

All consultations are handled confidentially, and no one will experience retaliation or adverse treatment for raising concerns.

Please feel free to contact us with confidence.



1-3. The Behavioral Guidelines and JTEKT Global Conduct Guidelines (Code of Conduct)

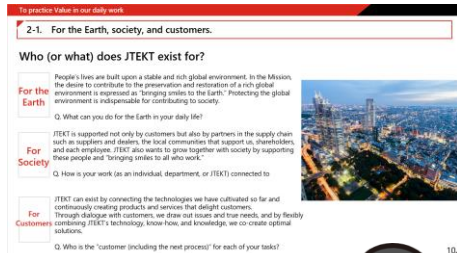
JTEKT Global Conduct Guidelines – Supplementing the Behavioral Guidelines

The Behavioral Guidelines represent the mindset and approach for considering "what is right" when performing work, serving as a guide when one is uncertain about a decision.

On the other hand, JTEKT Global Conduct Guidelines (Code of Conduct) specify the concrete actions that employees of the JTEKT Group should take.

Even if you think for yourself and engage in dialogue with your colleagues, if you struggle with determining specific actions, JTEKT Global Conduct Guidelines serve the role of indicating concrete actions and guiding you toward the correct behavior.

▼When you are unsure about specific actions



They present specific behaviors to follow

▼JTEKT Global Conduct Guidelines (Code of Conduct) provide concrete actions.

2. Relationship with Customers and End Users

- ◆ We aim to contribute to people's happiness and grow as a company together with society through providing better products and services and sound market competition.
- We develop products and services that can be used safely, securely, and comfortably, and strive to always provide attractive, high-quality products that earn customers' trust and satisfaction.
- We absolutely do not engage in acts suspected of bid-rigging or cartels, and develop and sell products and services openly and fairly under free and fair market competition.
- We conduct fair transactions to ensure that we never use bribes as a means of doing business and do not participate in corruption.
- We appropriately manage confidential information and personal information entrusted to us, prevent unauthorized use, and strive to establish a system to prevent leaks to outside parties.

1-4. Who Should Follow the Behavioral Guidelines?

All members of the JTEKT Group must follow it.

The Behavioral Guidelines are to be observed by all officers and employees of the JTEKT Group, regardless of their position. Our collective adherence to the Behavioral Guidelines forms the foundation that supports trust in JTEKT.

In addition, officers and line managers are expected to serve as role models. They play a vital role in leading by example, integrating the Behavioral Guidelines into their teams, listening to team members' voices, and creating an environment where everyone feels safe to express their opinions.

Six Expectations for Officers and Line Managers

Lead by Example

Thoroughly understand the Behavioral Guidelines and proactively act in accordance with them.

Bridge Between the Company and Members

Understand the MVV*, Medium-Term Business Plan, relevant policies, and your team's role, and share them with your team members.

Daily Advice and Support

Encourage colleagues to practice the Behavioral Guidelines and provide regular advice and support.

A Safe and Open Communication Environment

Listen sincerely to colleagues' concerns and opinions, and foster an environment where open communication is encouraged.

Sincere and Appropriate Response

When necessary, consult relevant specialized departments or appropriate consultation channels based on the issues or concerns raised.

Prompt Problem Resolution and Recurrence Prevention

If a problem arises in the workplace, promptly work on resolving the issue and preventing recurrence.

*MVV stands for our Mission, Vision, and Values, the core principles of our business.

Putting Our Values into Practice in Our Daily Work

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Yes for All, by All !

Our Value

Yes for All, by All !

To realize JTEKT's mission of "Joint Technology to bring joy to the planet earth and all working people," the tireless efforts of each and every employee are indispensable.

The roadmap that guides these efforts in the right direction is our Values.

Even when each individual is making an effort, the company cannot demonstrate its full potential if purposes and directions are scattered.

With the spirit of "Yes for All, by All !," we cooperate through "Participation & Ownership," think "Passion" with a sense of ownership, engage in active "Communication," and move forward through "Continuous Improvement (Kaizen)."

For the ever-expanding future, we will contribute to "for the Earth, society & customers" and beyond that, create happiness for people and a prosperous society.



Pages 10 to 14 provide an explanation of specific actions based on our Values.

2-1.For the Earth, Society, and Customers

Who or What Does JTEKT Exist for?

For the Earth

People's lives depend on a stable and thriving global environment. In our Mission, our desire to contribute to the preservation and restoration of a rich global environment is expressed as "(to) bring joy to the Earth." Protecting the global environment is indispensable for contributing to society.

Q. What can you do for the Earth in your daily life?

For Society

JTEKT is supported by many people, including customers, value chain partners such as suppliers and dealers, local communities, shareholders, and our employees. By supporting these stakeholders, we aim to grow together with society and "bring joy to all working people".

Q. How does your work—whether as an individual, a team, or as part of JTEKT—connect with society?

For Customers

JTEKT exists by connecting the technologies we have cultivated so far and continuously creating products and services that delight customers.
Through dialogue with customers, we identify challenges and true needs, and by flexibly combining JTEKT's technology, know-how, and knowledge, we co-create optimal solutions.

Q. Who is the "customer (including your next process)" for each of your tasks?



2-2.Participation and Ownership

Individuality and Strengths Make Us Stronger

JTEKT values diverse people, where individuals connect their unique qualities and strengths, respect one another, and collaborate.

Everyone has different strengths and areas for growth, as well as diverse perspectives and values.

That is why, when each individual stays curious, reflects on what they want to do and what they can do, and moves forward together with colleagues toward a shared direction, it becomes the strength of JTEKT as a whole.

“Participation and Ownership” means that everyone—regardless of position, department, or region—brings their wisdom together, complements and supports one another, and actively takes part and continues to take on challenges.

Let’s work together to create a workplace where everyone takes initiative and can take on challenges in a positive way.



Q. What do you want to do at JTEKT, and how can you contribute to customers and colleagues?

Q. Have you ever felt the spirit of “let’s do it together” turn into “someone else will do it”?

2-3.Passion

Passion Is Closer Than You Think

We achieve great results as a team when each of us takes ownership and passes the baton of "Passion" to one another.

Working with "Passion" does not only mean taking on major challenges. It also means sincerely committing to the work in front of you and finding ways to improve tasks for both your colleagues and yourself.

Moreover, enjoying the "changes" that arise along the way helps keep our Passion alive.

Your first step with integrity spreads from the workplace to the entire company, becoming a powerful force that supports JTEKT's growth.

Believe in yourself and your colleagues, support one another, and keep moving forward together.



Q. When did you feel a sense of satisfaction or accomplishment? What mindset did you have at that time?

Q. Do you take the time to say "Good job!" and acknowledge your colleagues' serious efforts?

2-4.Communication

Communication That Fosters Trust

Through "Communication," we value encountering ideas and perspectives different from our own and gaining new insights in our daily work.

By engaging in communication across organizational boundaries with colleagues, we sometimes become aware of our own assumptions. This sparks new ideas and leads to better results and growth.

Furthermore, communication with external stakeholders—such as customers, shareholders, suppliers, and local communities—offers an opportunity to reflect on JTEKT from an objective perspective and brings learning experiences that cannot be obtained internally.

"Communication" means clearly conveying your own thoughts and facts to others to avoid misunderstanding, accepting others' ideas and perspectives, and working together to find better answers. By each of us practicing communication in our daily work, let us turn new ideas into reality.



Q. Does your workplace have a habit of discussing the “right way” to approach your work?

Q. When starting something new or changing the way you work, do you use objective perspectives such as benchmarking other companies or expert knowledge?

2-5.Continuous Improvement (KAIZEN)

Building a Culture of KAIZEN and Follow-Through

There is no finish line in Continuous Improvement (Kaizen). By continuously asking, “Can we do better?”, we repeatedly improve the issues we identify, see them through to completion, and then move on to the next goal. This allows both individuals and the company to grow.

Continuing to challenge ourselves to do better work today than yesterday, and better tomorrow than today, allows each individual to grow. This growth leads to joy for our customers and colleagues and becomes our competitive strength.

When failures or mistakes occur in operations, we first stop, conduct fact-finding on-site and in-person, clarify the root cause, and then work on improvement and recurrence prevention.

We learn from every experience, whether success or failure, and turn those experiences into better work while fostering a culture of seeing things through that never gives up halfway—this is JTEKT’s approach to Continuous Improvement (Kaizen).



Q. What kind of values are you providing to customers, including downstream processes? Who are you contributing to through your work?

Q. Is there a “culture of accomplishment” in your workplace? What is necessary to see things through to the very end?

As a Company Producing Safety-Critical Products

Safety and Quality

Ensuring Safety and Quality Means Protecting Lives

"Safety" and "Quality" are indispensable in manufacturing safety-critical products linked to life, and there is not a single employee within the JTEKT Group who is unrelated to this.

Quality is maintained only when there is a safe and secure workplace. Safety is a vital foundation that protects the lives of each of us and our colleagues. Moreover, quality does not simply refer to product performance or accuracy; it also serves to protect the safety and lives of our customers.

Ensuring "Safety" and "Quality" means protecting lives. It is important to remember that rules and work standards exist not merely to be followed, but to ensure "Safety" and "Quality."



Three Things We Must Protect

To ensure "Safety" and "Quality," the following three principles must be strictly observed. Each individual's actions contribute to protecting lives.

1. Compliance with established rules
2. Compliance with work procedures
3. Stopping operations immediately in the event of abnormalities



Traffic Safety

Protecting Lives and Trust Through Traffic Rule Compliance and Accident Prevention

As a member of a company involved in the automotive industry, we do our utmost to thoroughly comply with traffic rules and prevent accidents so that everyone in society can lead a healthy and safe life.

A moment of carelessness—thinking “this much should be okay” —may take a human life. One such mistake can destroy peaceful daily life and even ruin lives.

We absolutely do not engage in dangerous behaviors such as drunk driving, reckless driving, or driving without a license. In the event of a malicious traffic violation, remember that the company will not tolerate it and will take strict measures.

Our commitment to “traffic safety” is a social responsibility and leads to protecting corporate trust. Let us engrave this firmly in our hearts and act accordingly every day.



Response in Case of an Accident

If you are involved in an accident, provide aid to the injured, contact an ambulance and the police, and promptly report the incident to the company and your insurance provider.

If you are the perpetrator, respond honestly to the police inquiry and sincerely compensate the victim.



*Traffic safety rules and practices may vary by region and will be applied in accordance with local customs, regulations, and laws.



JTEKT's Mission and Vision

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JTEKT's Mission

Mission Joint Technology to bring joy to the planet earth and all working people**Q. What is the meaning behind "Joint Technology"?**

The phrase "Joint Technology" in our Mission comes from the "J" in JTEKT, meaning Joint (to connect), and "TEKT," derived from Tekton, referring to people with technology.

As a manufacturing company that leverages the technologies we have cultivated, we contribute to society through technology and bring richness and joy to people's lives.

**Q. Who are "all working people"?**

"All working people" refers to those who work every day to make society better.

Supporting these people is JTEKT's Mission to realize a society where everyone is happy. We believe that, in a society where everyone works for someone's joy, providing products and services that bring joy to those workers contributes to the happiness of society as a whole.



JTEKT's Vision -JTEKT Group Vision 2030-

Vision

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

Q. What is "a solution provider"?

To contribute to society through Monozukuri, we must go beyond delivering products with performance and quality and respond to customers' needs.

A solution provider understands each customer's circumstances and challenges and offers products and services as solutions to those issues.

Q. What kind of society is a mobility society?

Mobility is not limited to automobiles; it refers to the ability or means to move freely.

At JTEKT, we define a "mobility society" as "a society where people, goods, and information can move more freely."

To realize our Mission, our Vision embodies the resolve to remain a company that can propose solutions by leveraging technological capabilities not only for automobiles but also for a wide range of fields including trains, aircraft, the energy that supports them, and IT.



JTEKT CORPORATION

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