

G-TEKT REPORT 2025

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Realizing a Sustainable Society

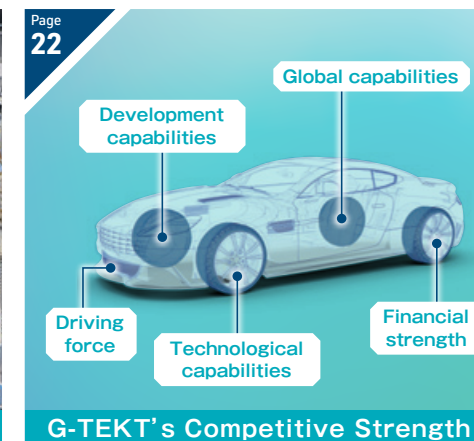
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Purpose of Publication

G-TEKT has published an integrated report since 2019 to report both financial information and non-financial information to stakeholders. Universal initiatives as a company and more detailed information not mentioned in this report can be obtained from the Company's website.

Reference Guidelines

- ISO 26000
- GRI (Global Reporting Initiative) "Sustainability Reporting Guideline Standards"
- United Nations Global Compact
- Ministry of the Environment "Environmental Reporting Guidelines (2018)"
- Ministry of Economy, Trade and Industry "Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation"
- IIRC "International Integrated Reporting Framework"



Period Covered

Fiscal year ended March 31, 2025 (April 1, 2024 to March 31, 2025). Some past initiatives and recent activities are also mentioned.

Scope

The entire G-TEKT Group including overseas.

Disclosure Date

December 2025

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01

Section 01

G-TEKT's Path Forward

3 ▶ Cover Story

6 ▶ Top Message

Vision for the Future

Cover Story



In a business environment that is changing at dizzying speed, what path should G-TEKT take to master the present and pursue the future?

Embodying the three business strategies to establish unshakable management and sustainable growth.

- 1 » Evolve into a vehicle system supplier ("Tier 0.5")
- 2 » Create new businesses
- 3 » Convert existing plants into smart factories

➔ Refer to P.15 "Business Strategy"

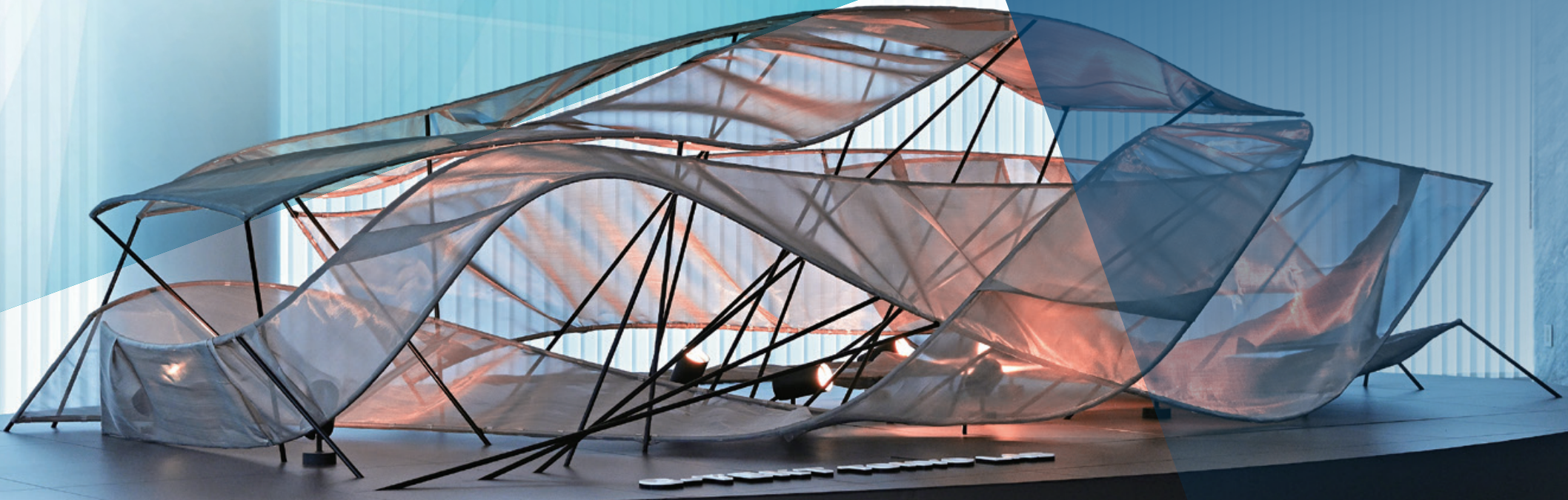
Cover Story **2**

What sort of organizations and individuals should we become to address unexpected changes in the business environment and issues that are as yet unknown?

Companies and people grow together. We nurture people who can think, learn, and act of their own initiative, and who are eager for personal development.

To achieve this, we are creating workplaces full of aspiration and energy that facilitate ongoing work.

➔ Refer to P.26 "Driving Force"



Cover Story **3**

What are G-TEKT's initiatives for sustainable improvements in corporate value?

Achieving a sustainable world through ESG and social contribution initiatives, and by resolving issues through our business activities.

➔ Refer to P.30 "Sustainability"

Top Message

Message from the President

I would like to begin by expressing my sincere appreciation to our shareholders, as well as to all our stakeholders for their continued support of G-TEKT.

The automotive industry to which G-TEKT belongs is currently undergoing a once-in-a-century transformation.

Against this backdrop, we have entered an era of heightened uncertainty, driven by the acceleration of electrification, advances in automated driving technologies, and the rebuilding of supply chains amid geopolitical developments.

Nevertheless, it is precisely in times of heightened uncertainty that G-TEKT remains committed to a proactive approach, leveraging foresight and a strong sense of urgency in management decision-making to capture growth opportunities.

President, Chief Executive Officer

Naohiro Takao

Message from the President

1 Looking back on last fiscal year

In the fiscal year ended March 31, 2025, G-TEKT delivered steady results, supported by a gradual recovery in the automotive industry. Consolidated net sales declined slightly to ¥339.2 billion (a year-on-year decrease of ¥5.4 billion). However, operating profit increased to ¥16.4 billion (a year-on-year increase of ¥0.2 billion; operating profit margin of 4.8%). However, we remain some distance from our operating profit margin target of at least 7.0%. Recognizing this gap, I am firmly committed to implementing decisive reforms to enhance profitability. Meanwhile, we achieved tangible progress in our business activities, particularly in advancing our large-module strategy, which integrates multiple components into a single unit. As a concrete outcome of this strategy, we successfully developed a rear module ready for mass production that delivers significant efficiency gains for automotive manufacturers, including reductions in processes and workforce requirements. In particular, the multi-material specification developed jointly with Ahresty Corporation and the hot-stamping specification developed in cooperation with Nippon Steel Corporation, stand as the crystallization of our technological capabilities, and have been highly regarded for their practicality-oriented development approach. We have showcased these products at the Automotive Engineering Exposition 2025 and other major trade shows, drawing keen interest primarily from automotive manufacturers. As for reforming our production systems, we began operation at new plants in Japan and China, namely the Chubu Plant in Gifu Prefecture and the Nansha Plant in China. We position these plants as model plants that symbolize our manufacturing going forward. In particular,

our success in automating on-site logistics, which had been a long-standing challenge, represents a major step toward realizing plants that are less dependent on human labor, while also contributing to lower manufacturing costs and improved operational reliability.

2 Business environment

This fiscal year is marked by continued instability in the global environment and economy, resulting in limited visibility into future business conditions. Especially in the automotive industry, the rapid growth driven by the shift to BEVs until last year began to slow on a global basis. A shift in demand for PHEVs and HEVs has become apparent, driven by the discontinuation of subsidies in China, Europe and the U.S., and among other factors. That notwithstanding, we believe that there will be no change in the long-term trend toward the electrification of vehicles and we will continue to invest in the development of next-generation platforms and battery-related products. In addition, although the automotive industry is being affected by the imposition of tariffs in the U.S., the direct impact on G-TEKT has not been significant. We export certain mass-produced components to the U.S. from Canada and Mexico, but these shipments account for only a limited share of our net sales. Similarly, with respect to materials procurement, steel sheets are supplied through automotive manufacturers' centralized purchasing programs, and the direct impact on G-TEKT and its consolidated subsidiaries has not been significant either. However, depending on sales trends for completed vehicles exported to the United States, G-TEKT and its consolidated subsidiaries could be indirectly affected, such as through reductions in production volumes.

3 Our three business strategies going forward

In this business environment, G-TEKT is not emphasizing any specific powertrain, but instead is focusing on the development of technologies and the supply of products that can flexibly meet a wide range of needs across BEVs, PHEVs, HEVs, and ICE vehicles. Moreover, by viewing this transformational period in the automotive industry as an opportunity and expanding the scope of our research and development from body components to the vehicle level, we aim to further expand our existing businesses. At the same time, because there are inherent limits to the value added per unit for our mainstay automotive products, the rate of growth is expected to slow at some point. We will therefore create businesses in new areas that are unrelated to our existing business, thereby ensuring sustainable growth. To improve profitability, we will further reduce manufacturing costs and build a structure that is resilient to external volatility by transitioning to highly reliable smart factories with minimal human intervention. Beginning this fiscal year, we have designated these three strategies as priority measures, and are actively promoting them going forward. The details are as follows.

Message from the President



4 Business strategy (1): Becoming a vehicle system supplier ("Tier 0.5")

Over the past two years, we have strengthened our development capabilities with the aim of becoming a vehicle body system supplier ("Tier 0.5") capable of undertaking whole-vehicle body development on behalf of customers. Our goal is to move beyond our previous role as a Tier 1 auto body parts supplier manufacturing frame and transmission components, and to differentiate ourselves by focusing our business on proposal-based offerings grounded in our whole-vehicle body analysis

and integral molding technologies.

We will further expand this strategy. Going forward, we will target not only the auto body but also the vehicle as a whole by developing products that leverage our technology.

In the automotive industry, vehicles are expected to be increasingly equipped with additional functions related to Automated Driving (AD) and Advanced Driver-Assistance Systems (ADAS), and these new technologies involve the use of a variety of sensors and cameras. From among these product groups, we will identify areas where we can leverage our plastic forming and processing technologies,

or our joining technologies, and proactively develop proposals to further expand our existing business. In other words, by evolving from a vehicle body system supplier into a vehicle system supplier ("Tier 0.5"), we will not only strengthen our position as a development partner for automotive manufacturers, but also achieve a deeper level of involvement in vehicle development right from the initial stages. This will enable us to provide solutions optimized to customer needs and to co-create the future of the automotive industry.

Message from the President

5 Business strategy (2): Create new businesses

Until now, G-TEKT's consistent growth has been driven by its mainstay automotive products. Automobiles are integral to all aspects of our lives and will remain essential to society. However, relying solely on our existing areas of business may limit future growth.

Accordingly, G-TEKT is pursuing the creation of new businesses beyond the automotive industry. While the specific details will be considered going forward, one frequently cited example is the environmental business. We will move forward with commercialization only after fully assessing the role we can play in addressing a wide range of social issues.

In terms of the promotional structure, we have launched a new business exploration project driven by selected young employees. Through this project, we aim not only to further articulate our 2040 Vision but also to harness the uniquely flexible creativity of our young employees to drive the creation of new business domains that G-TEKT has never previously pursued. We will also use this project to cultivate the next generation of leaders by inspiring our employees to pursue greater aspirations.

6 Business strategy (3): Transforming existing plants into smart factories

The smart factories that G-TEKT envisions are highly reliable, fully automated plants in which virtually no human intervention is required. From the inbound delivery of raw materials to the shipment of finished products, every aspect of production is orchestrated and optimized by artificial intelligence (AI).

G-TEKT is pursuing a phased, systematic approach toward realizing its next-generation smart factory. As the first step, we will start with "management" by systematically

People-Centric Management as the Driving Force of Corporate Value

collecting all available data related to production activities and quality. The next "analysis and utilization" phase will focus on applying big-data and AI-driven analytics to the collected data, enabling greater efficiency—such as eliminating waste and preventing issues before they arise. The ultimate stage is "AI control," in which AI responds instantaneously to customer-driven production changes and unexpected equipment issues, dynamically reconfigures operations to achieve the optimal plan, and continuously adjusts inventory on a 24/7 basis.

The new plants in Japan and China that began operations last fiscal year—the Chubu Plant and the Nansha Plant—have been positioned as model plants that serve as templates for the transition to smart factories. By automating on-site logistics and making extensive use of digital technologies, these plants are achieving reductions in manufacturing costs and highly reliable production systems.

We will deploy this infrastructure across our existing plants and prepare for the introduction of AI. The large-scale investments planned for our North American plants this fiscal year form part of this process and support our goal of improving profitability by accelerating the Group-wide shift to highly efficient production.

Our aim is to implement AI-enabled control by around 2030, and the Group will work as one to drive the shift to smart factories.

7 Human capital

The most important driving force for robustly promoting these strategies and supporting sustainable growth is our people. Without the growth of each individual, a company cannot grow. G-TEKT's competitiveness is built on four elements: development capabilities, technological capabilities, global capabilities, and financial strength. To balance these elements at a higher level and further advance them, it is essential to further enhance the driving force—human capital.

We have focused on developing and retaining diverse human resources and creating comfortable work environments, while also supporting skill enhancement through position-specific reskilling for our employees at all levels, from veterans to young employees. From this fiscal year, in addition to these fundamental skills improvement measures, we will also focus on acquiring cutting-edge expertise and technologies such as DX and AI utilization, and on developing next-generation management talent and providing leadership training. This is because it is crucial for G-TEKT to enhance each employee's skills and mindset to reach the advanced stage of "Tier 0.5."

While skills and roles may evolve with the times, I believe that people will always be at the forefront. That is why G-TEKT will keep promoting people-centric management, aiming to maximize corporate value through individual growth and organizational capability enhancement.

Message from the President

8 Action for the global environment

The global environmental issues are directly connected to our everyday lives. Environmental issues are among the most critical challenges for modern society, and I recognize that corporate social responsibility will continue to grow. In order to contribute to the realization of a sustainable society, G-TEKT has made environmental responsibility central to the management and continues to actively pursue this challenge.

Specifically, we are committed to strengthening measures to reduce CO₂ emissions. For example, we are reducing energy consumption by implementing energy-efficient equipment in new plants and streamlining our production processes. We also prioritize reducing environmental impact in our product development. Lightweighting the vehicle body with multi-materials enhances fuel and energy efficiency, contributing to reduced CO₂ emissions. Additionally, we are using highly recyclable aluminum to support eco-friendly product design.

Going forward, we will continue to reduce environmental impact across all our business activities. In creating new businesses, we will also consider the environmental business and explore our role in contributing to solving various social challenges. G-TEKT will continue to take on challenges aimed at achieving both a sustainable society and sustainable corporate growth.

9 Corporate governance

As part of the company's own responsibility, G-TEKT is aiming to establish appropriate corporate governance to ensure continuous business activities under a transparent and healthy organizational structure. We have streamlined the Board of Directors, the core of our corporate

governance, achieving the optimal size and talent balance for G-TEKT.

The current Board of Directors is composed of six members: four internal directors, including myself, and two outside directors. Agenda items for the Board of Directors are deliberated in advance by the Executive Board. Accordingly, we ensure transparency by providing the outside directors with sufficient information, enabling them to fully understand the items, and foster the environment for meaningful discussions and informed decisions. The outside directors include those with experience as a corporate president, and they freely share their opinions on agenda items. As chair, I strive to facilitate balanced discussions.

I will continue to work on enhancing the effectiveness of the Board of Directors in coordination with the outside directors. This will increase management transparency and enable prompt, accurate decision-making, which I will leverage to drive sustainable corporate growth and enhanced corporate value.

10 Financial strategy

I recognize maintaining and enhancing our cash generation capabilities and improving capital efficiency as key management priorities for achieving sustainable growth and enhancing corporate value. To address these priorities, I believe we need to improve earnings (profitability), optimize growth investment that is conscious of the cost of capital, and enhance management transparency through proactive dialogue with stakeholders.

Regarding the improvement of earnings (profitability), our primary focus is on expanding our medium- to long-term revenue base by advancing the business strategies

outlined above. Concurrently, we aim to improve our profit margin by enhancing production efficiency through smart factories and by providing high-value-added products through the promotion of our large-module strategy. In particular, we will strengthen our future revenue base by carefully selecting strategic investments, such as the large-scale investments aimed at transforming our North American plants, and by improving capital efficiency to maximize ROE.

Regarding the optimization of growth investment that is conscious of the cost of capital, we will ensure capital is allocated efficiently by rigorously evaluating investment efficiency, while we will continue investing in research and development for next-generation technologies such as electrification and automated driving. Additionally, with an eye on exploring new businesses, we will proactively execute investments that lead to the maximization of corporate value.

Regarding the enhancement of management transparency through proactive dialogue with stakeholders, I believe that stakeholders, including shareholders and investors, can make a fair assessment only when they have a transparent view of G-TEKT's management initiatives through proactive dialogue. We will actively create opportunities for dialogue, including shareholder meetings, investor briefings, and individual interviews. As President, along with other members of the management team, I will ensure that we use these occasions to communicate clearly and effectively with our stakeholders.

G-TEKT's share price has been recovering from the decline since the high set at the beginning of FY2024. However, the PBR remains below 1.0x. I take this seriously as a challenge that persists despite the characteristics of the industry. Through the initiatives, G-TEKT is committed to improving this situation and striving to meet the

Message from the President

expectations of shareholders.

11 Shareholder returns

Regarding shareholder returns, we recognize enhancing shareholder value as a key management priority. We have set a basic policy of maintaining shareholders' equity at a level that can tolerate growth investment and risk, while implementing stable and ongoing returns to shareholders. We will strive for the optimal allocation of profits generated by our business activities, seeking a balance between investment for future growth and returns to shareholders. Specifically, we have set targets of a dividend on equity (DOE) of 3.0% and a dividend payout ratio of 30% or more from a performance-linked perspective for the fiscal year ending March 31, 2031. To achieve these targets, we will continue to work to secure stable sales and profits.

Under the basic policy, we plan a dividend of ¥45 per share for both the interim and year-end dividends for the fiscal year ending March 31, 2026, resulting in an annual dividend of ¥90 per share (a year-on-year increase of ¥3). We aim to maintain a consecutive increase in dividends since our founding.

12 Message to our stakeholders

I would like to express my sincere gratitude to all our stakeholders for their unwavering support of G-TEKT's business activities. Amid increasing uncertainty in the global economy, I believe it is crucial for G-TEKT to continue a proactive management approach and to transform environmental changes into growth opportunities by swiftly and flexibly adapting to them. We will further accelerate our evolution from a vehicle

G-TEKT's Development Through

Proactive Dialogue With Stakeholders

body system supplier to a vehicle system supplier ("Tier 0.5"), and expand the scope of our business accordingly. We will also proactively challenge to create new businesses, aiming to create new value beyond the automotive areas. This initiative will be promoted through projects centered around young employees, and it will also lead to the development of the next-generation leaders.

Moreover, we will drive innovation in our production systems by implementing AI to achieve smart factories by 2030. These are not merely technological innovations, but important strategies to contribute to G-TEKT's sustainable growth, as well as the development of our customers and society as a whole.

We will solve our customers' problems through our products, contribute to reducing environmental impact, and create a vibrant working environment for our employees. In doing so, we will aim to co-create a sustainable future together with all our stakeholders, including shareholders, business partners, local communities, employees, and their families.

As we continue to strive for further development of G-TEKT, we will move forward as one united company. We kindly ask for your continued and unwavering support.

02

Section 02

Results and Future Strategy

- 13 ▶ Philosophy
- 14 ▶ 2030 Targets
- 15 ▶ Business Strategy
- 22 ▶ Competitive Strength to Accelerate the Business Strategy
- 23 ▶ Global Capabilities
- 24 ▶ Financial Strategy
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Philosophy

Our Credo

Respect human
dignity

Cutting-edge
technology

Sound
corporate
management

Code of Conduct

- Strive for self-development under the motto of admiration and mutual trust
- Provide high-quality, low-cost products using cutting-edge technologies
- Be independent and use knowledge and agility to give back to society

Vision

Shape a better future for people, automobiles, and the environment through the fusion of passion and innovation.

Basic Sustainability Policy

We will strive to realize a sustainable society and improve corporate value through business activities for the better future for people, automobiles and the environment to which G-TEKT aspires.

Origin of the Company Name and Corporate Logo



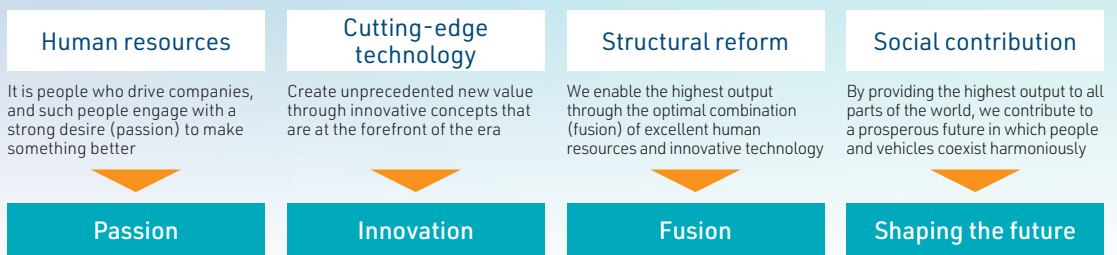
"G" stands for "Global & Genba," "TE" stands for "Technology," and "KT" comes from the initials of KIKUCHI CO., LTD. and TAKAO KINZOKU KOGYO Co., Ltd., the predecessor companies of G-TEKT, forming the name "G-TEKT."

The G-TEKT logo uses two sharp lines to form the G in G-TEKT, symbolizing our commitment to speed of execution and to being a major influence globally through the fusion of our predecessor companies' technology, knowledge, reliability and strength.

2030 Targets

We regard 2030 as an inflection point on the way to achieving our vision, and will proceed to develop the business with a focus on the period beyond. We will utilize our management capital to bring about the highest output to the whole world.

Key elements in achieving the vision



Financial capital	Shareholders' equity: ¥157.8 billion Interest-bearing debt: ¥49.4 billion Credit rating: A-
Human capital	Number of employees (consolidated basis): 8,162 Training costs: ¥40,000/person
Manufacturing capital	28 plants, 3 S&E sites, 1 R&D hub, and 1 lab in 12 countries Capital investment amount: ¥34.4 billion
Intellectual capital	Number of patents held: 76 R&D expenses: ¥3.4 billion
Natural capital	Renewable energy usage ratio: 36% Solar power generated: 17,293,000 kWh
Social capital	Partnerships with automotive manufacturers Collaboration with materials manufacturers, suppliers and local communities

FY2024 results

- Net sales** ¥339.2 billion
- Operating profit** ¥16.4 billion
- DOE** 2.39%

Vehicle body system supplier

- Developed the large integrated products
- Received orders for battery housings
- Started operations at the new plants

2030 VISION

Shape a better future for people, automobiles, and the environment through the fusion of passion and innovation.

Corporate vision

Whole-vehicle body development

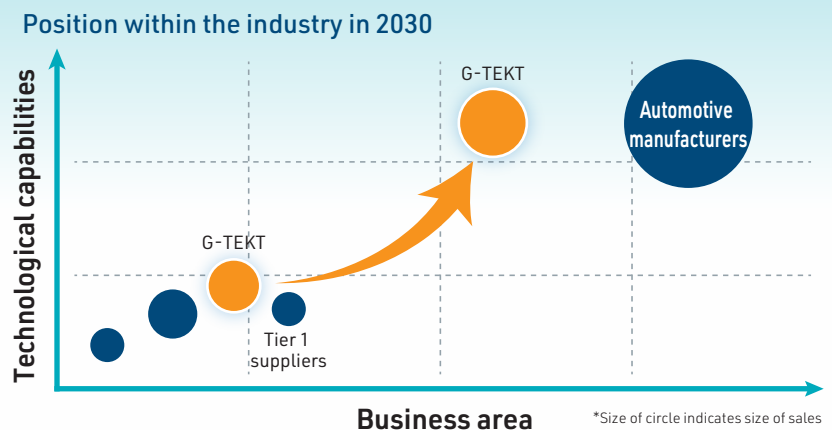
Become a vehicle system supplier and lead vehicle manufacturing in environmental sustainability and safety

FY2030 targets

- Net sales** ¥400.0 billion
- Operating profit** ¥28.0 billion
- DOE** 3.0%

Vehicle system supplier
Tier 0.5

- Expand orders received for whole-vehicle body development
- Expand order models/manufacturers
- Expand business areas



Business Strategy

In the automotive industry, the business environment is rapidly changing, with the slowdown in the shift towards BEVs. In such circumstances, G-TEKT has been advancing its business strategy to ensure steady growth. Based on our past achievements and the business environment, we have reaffirmed our three business strategies as priority measures, and we will implement them with determination.

Future initiatives

Our past achievements

▶ Became a vehicle body system supplier

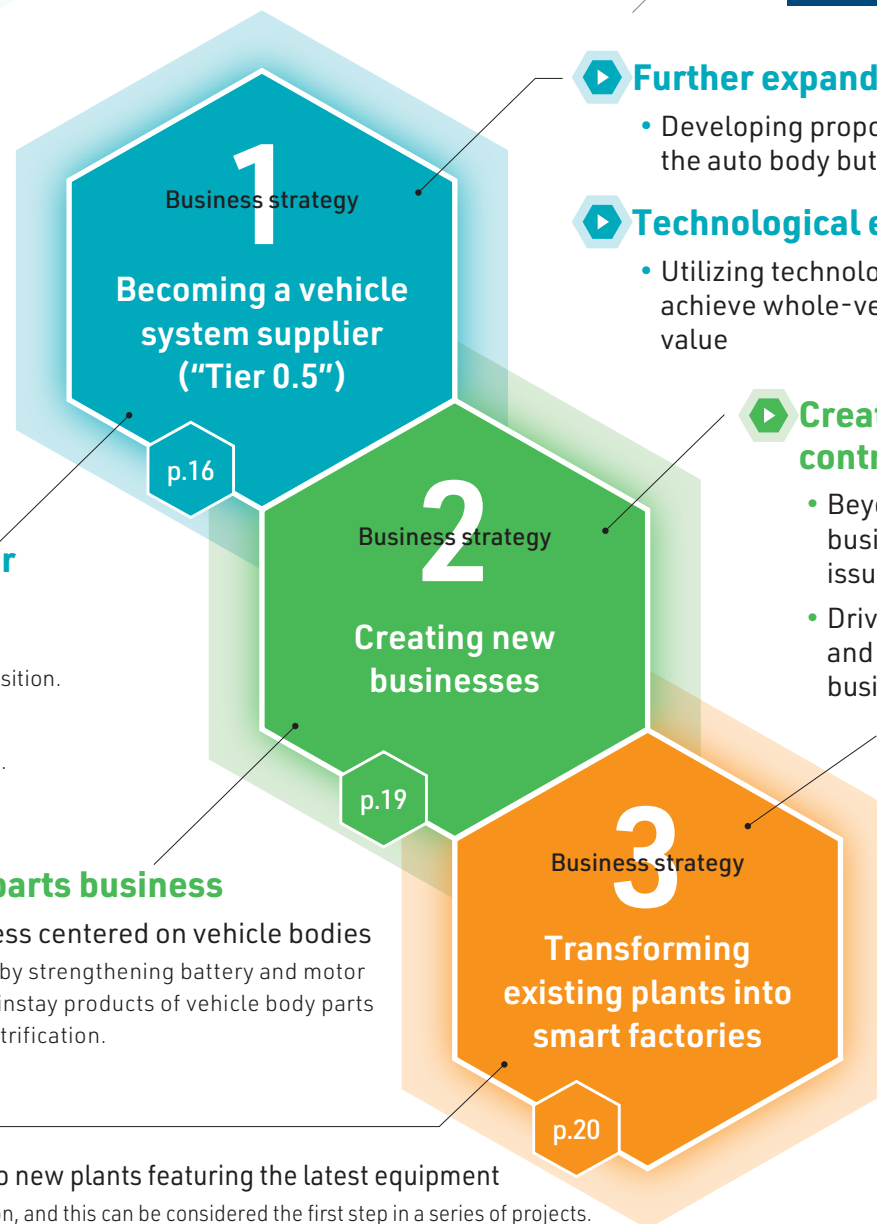
- Developed the large integrated products
Two types of rear modules were developed. These were showcased at the Automotive Engineering Exposition.
- Received orders for battery housings
Our research and development efforts have come to fruition. We received battery housing orders.

▶ Expanded the automotive parts business

- Expanded the automotive business centered on vehicle bodies
We have aimed to expand the business by strengthening battery and motor parts in recent years, alongside our mainstay products of vehicle body parts and transmission parts, to address electrification.

▶ Smart factory

- Began operation at two new plants featuring the latest equipment
Model plants began operation, and this can be considered the first step in a series of projects. We succeeded in automating on-site logistics.



▶ Further expand existing businesses

- Developing proposal-based products that target not only the auto body but also the vehicle as a whole

▶ Technological evolution

- Utilizing technologies and pursuing further evolution to achieve whole-vehicle body development and additional value

▶ Creating new businesses that contribute to solving social issues

- Beyond the vehicle domain, creating new businesses that contribute to solving social issues
- Driving significant growth in both company and people through the creation of new businesses

▶ Deploying across all Group locations

- Sharing insights gained from the launch of the new plants with existing plants to accelerate the Group-wide transformation into smart factories
- Planning capital investments with a focus on improving the cost-effectiveness of our North American plants

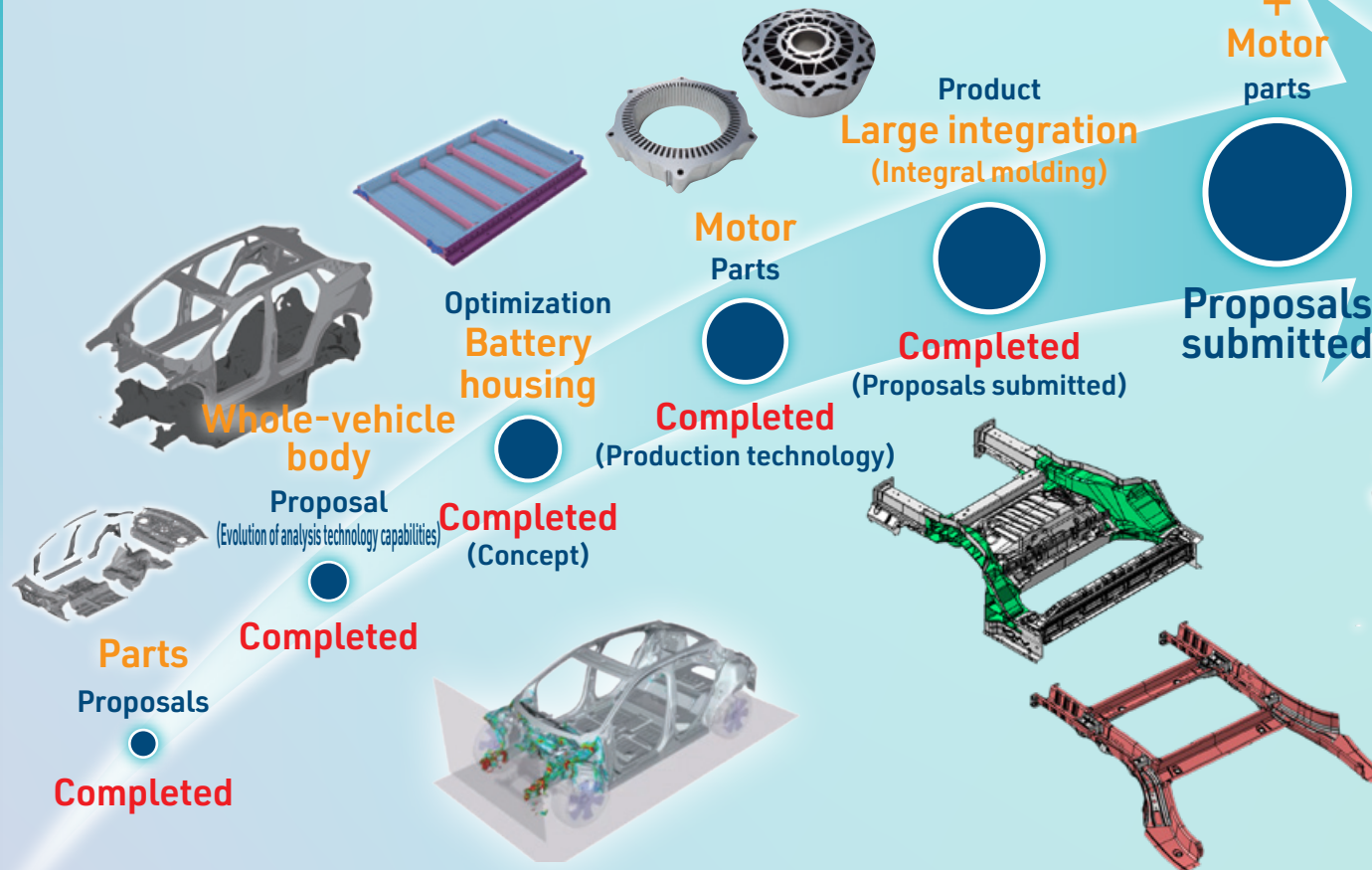
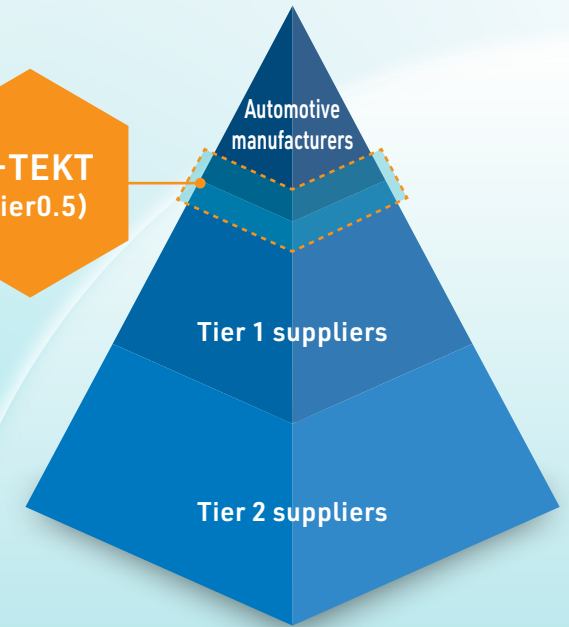
1 Business strategy

Becoming a vehicle system supplier ("Tier 0.5") Evolution of G-TEKT's technology

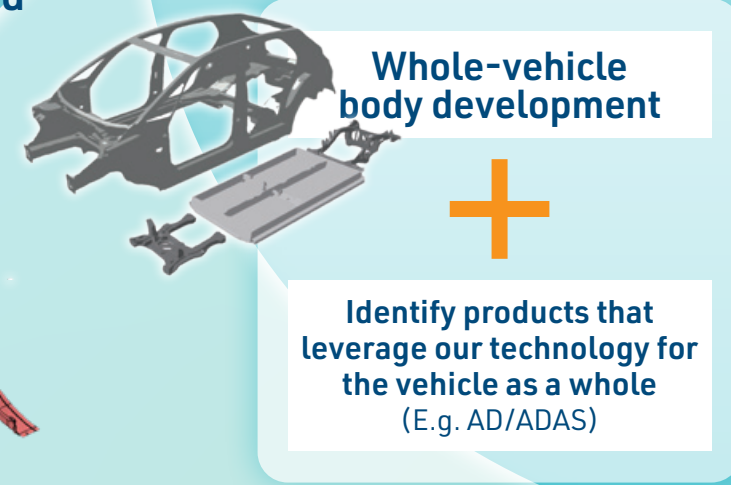
We have been working to strengthen our development capabilities with the aim of becoming a vehicle body system supplier ("Tier 0.5") that is capable of undertaking whole-vehicle body development on behalf of customers. Going forward, in order to continue to meet the expectations of automotive manufacturers, we will expand our business scope beyond vehicle bodies by leveraging the various technologies and knowledge we have accumulated. We will continue to move forward steadily and confidently toward becoming a vehicle system supplier from a vehicle body system supplier.



Product
EV body
+
Motor
parts



Becoming a system supplier capable of providing optimal whole-vehicle proposals



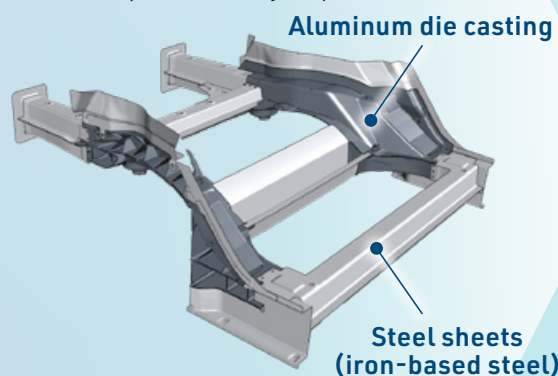
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Business strategy

Becoming a vehicle system supplier ("Tier 0.5")

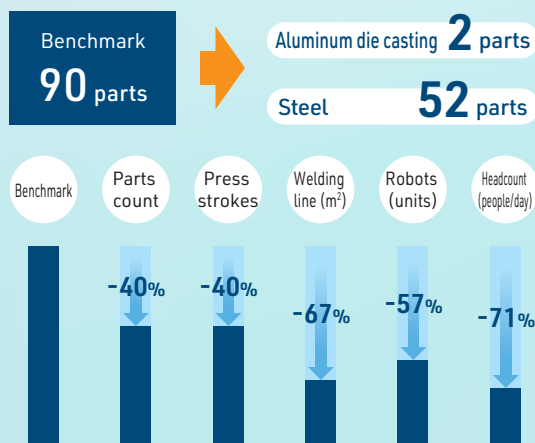
Developing the large integrated products

Multi-material specification

(Joint development: Ahresty Corporation)



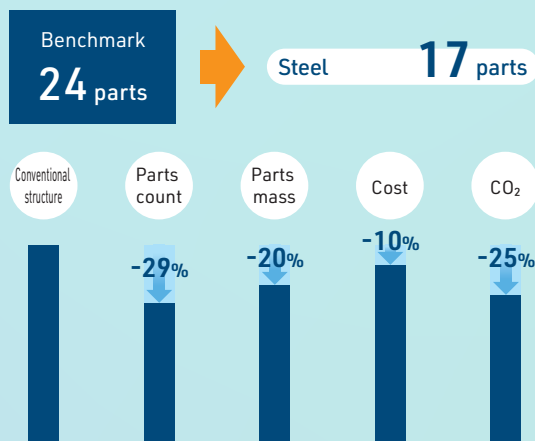
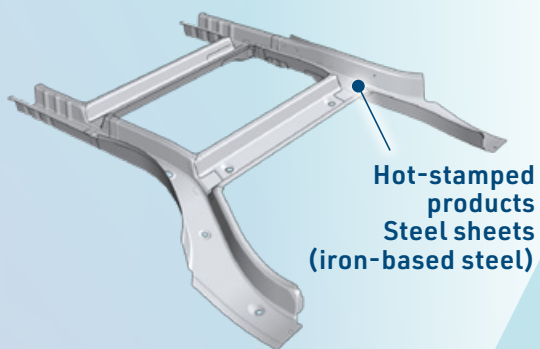
Two types of rear modules have been completed as a result of the development of large integrated products that had been advanced over the past two years. Both specifications significantly reduce parts counts compared to conventional specifications, leading to reduced processes and headcount at automotive manufacturers. These are not just technology samples, but practical product specifications that can be adopted in actual vehicles immediately, and they have garnered evaluations and interest from many automotive manufacturers. The results of this development are the outcome of strong collaboration with our partner companies. We will continue to prioritize development speed and strengthen our external alliances while developing attractive products.



The multi-material specification proposed by G-TEKT aims to achieve weight reduction by combining aluminum materials with steel sheets. By partially utilizing aluminum die casting, we achieve not only weight reduction but also a reduction in the number of parts and processes. While aluminum materials have a significant weight reduction effect, they are expensive. Therefore, we optimize the balance with cost by carefully identifying the application areas and incorporating them partially. Aluminum die casting is a manufacturing process where aluminum is melted and poured into a mold, then injected under high pressure and solidified. In recent years, the integration technology for ultra-large products called "gigacasting" has been gaining attention. As an alternative option to gigacasting for our customers, we propose our multi-material specification that maximizes the reduction effect of aluminum die casting and the press forming technology we have developed over the years.

Hot-stamping specification

(Material supply/cooperation: Nippon Steel Corporation)



Hot stamping (hot press) is one of our specialized processing methods. It involves rapidly cooling a steel sheet that has been heated to a high temperature while simultaneously press-forming it, resulting in products that are both high-strength and high-precision. Auto body parts require strength to protect occupants in the event of a collision, and the required strength varies depending on the area of the vehicle body. In conventional auto body parts manufacturing, it was common to press form small parts, and then weld them together. Our proposal involves creating a large integrated product by pre-welding steel sheets of different properties and thicknesses according to the required strength, forming them into a single large steel sheet, and then performing hot stamping. This allows for the efficient production of integrated products with optimal specifications that meet all the performance requirements of each area. This manufacturing method can be applied to various areas of a vehicle, and our North American plants already have a track record of mass-producing an integral molding of the front door aperture called "door ring." We are also moving forward with the development of products in other areas where significant benefits from large-scale integration are expected.

1 Business strategy

Automotive Engineering Exposition

We participated for the first time in the Automotive Engineering Exposition 2025, one of Japan's largest automotive technology expositions where the latest technologies from around the world are showcased. In this section, we highlight the exhibits showcasing G-TEKT's latest technologies, the events of the day, and the feedback from visitors.







We exhibited for three days each at the Yokohama exposition in May, and the Nagoya exposition in July, with nearly 6,000 people visiting the G-TEKT booth over a total of six days. We showcased large integrated products currently proposed to automotive manufacturers, cell cases for electric vehicles, battery housings already in mass production, and precision gear parts, and other products, highlighting the G-TEKT's latest technologies. Many of the exhibits are not prototypes just for display, but rather specifications for which production technology has been established on a demonstration line, ready for mass production. Consequently, we received high praise from visitors for providing practical solutions for improving production efficiency and reducing costs. We have widely shared the achievements from our accumulated development capabilities, bringing us closer to the position of a system supplier ("Tier 0.5") as a development partner for automotive manufacturers.





Feedback from visitors to the G-TEKT booth

Rear Module, the large integrated product

-  The large integrated products resulting from parts consolidation are expected to have a significant impact on improving cost and headcount efficiency.
-  I am interested in large integrated products that can be produced using existing equipment.
-  The multi-material rear module is a practical proposal that addresses the weaknesses of gigacasting.
-  I think it is good to have options that match the needs of each customer.

Other general comments

-  I am interested in initiatives related to EV parts, such as battery cases, in addition to auto body parts.
-  I would like to tour the production site.

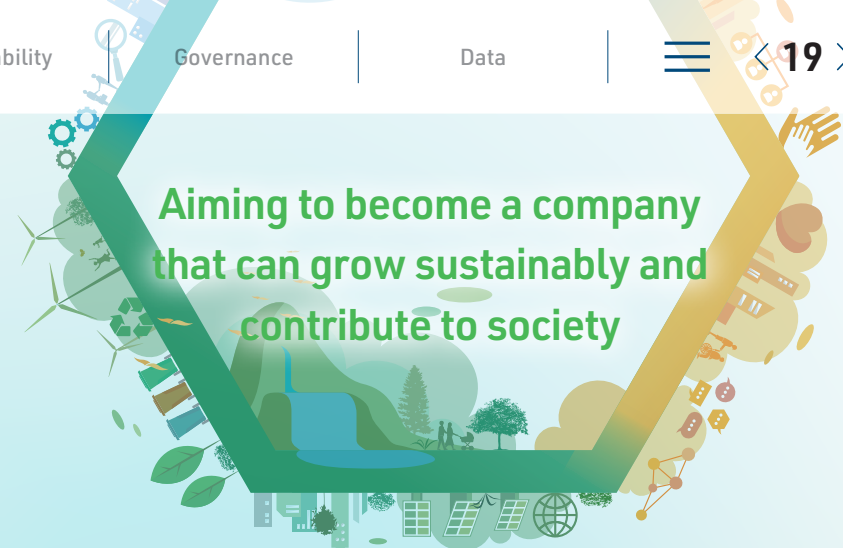
Although gigacasting has been gaining attention, we have garnered significant positive feedback and interest, centered around our large integrated concept that addresses the challenges of gigacasting while achieving parts consolidation. We will utilize the feedback we have received in future product development and continue to propose attractive products.



2 Business strategy

Creating new businesses

We will continue to expand our business of our mainstay automotive products, specifically in the vehicle domain. However, because there are inherent limits to the value added per unit, it is anticipated that the growth rate may slow down in the future. In order to continue being a company that steadily increases its sales, it is necessary for the company to keep growing and evolving. Amid the extremely unpredictable global situation, now filled with numerous environmental and social issues, we believe that by confronting these various issues, we can grow both as a company and as people.

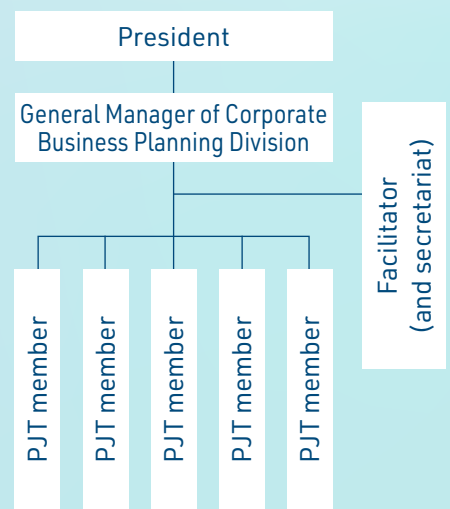


Aiming to become a company that can grow sustainably and contribute to society

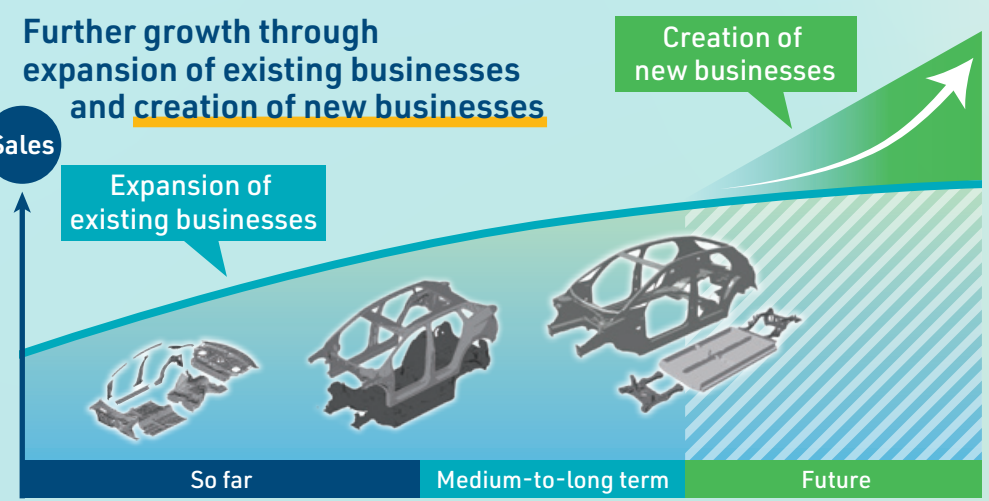
Starting this fiscal year, we have begun initiatives aimed at creating new businesses. These new businesses will not only lead to growth for G-TEKT but will also address areas related to social issues, enabling contributions to a sustainable society by thoroughly examining the role G-TEKT can play. As a promotional structure to advance commercialization, we have established a project team formed of selected young employees from each division. In this project, in addition to clearly outlining our 2040 Vision, we aim to create new value that G-TEKT has not previously had, leveraging the flexible thinking unique to young employees. At the same time, by having young employees take the lead in driving the project, we will also foster the future leaders of the next generation. We will break out of our traditional role as a specialized automotive parts manufacturer and challenge ourselves in new areas. Please look forward to G-TEKT's future endeavors.

Image of new business areas

- Environmental business
 - Environmental technology
 - The next-generation mobility
-



Role	Person /division in charge	Role
Owner	President	Ultimate decision-making, policy approval
Promotion manager	General Manager of Corporate Business Planning Division	Overall supervision, management of promotion
Members	Selection from young employees (10)	Opinion gathering, attending working group (WG)
Facilitator (and secretariat)	Selection from mid-level employees (2-3)	Coordination of schedule, preparation of materials, management of proceedings Support for making ideas concrete (commercialization)



3
Business strategy

Transforming existing plants into smart factories
Two new base plants serving as templates

The Nansha Plant, which began mass production in February 2025, and the Chubu Plant, which began mass production in March 2025, are both new plants positioned as model plants for the G-TEKT's smart factory project. In addition to the thorough automation of on-site logistics, we have promoted digitalization with an eye on data integration with other locations. Now that operations have begun, we are gathering various data.

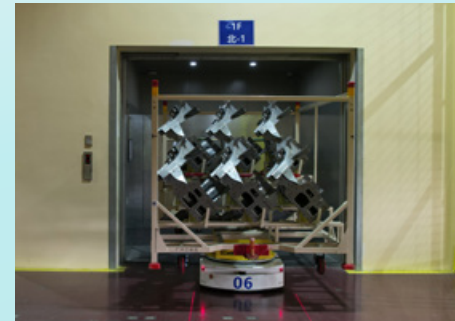
Information on the progress made and the challenges identified at both plants will be shared as needed with all domestic and overseas locations. This information will be used for the introduction of equipment and systems at existing plants where the project will be promoted, enabling the further acceleration of the project.

The next target will be our North American plants, where the difficulty in securing human resources due to labor shortages and the rising labor costs has become increasingly severe in recent years, putting pressure on our profits. Given this background, we have determined that the return on investment for this project is high and decided to prioritize advancing the project at existing plants. We will achieve a sustainable and highly profitable production plant by delegating areas that can be replaced by robots and automated transport systems to those technologies, while people focus solely on high-value tasks that only humans can perform.

Nansha Plant



Chubu Plant



Automated welding line

Connect

Automated transportation system

Connect

Automated warehouse

The entire process, from the input of parts to their discharge, is fully automated. Production with high efficiency and stable quality has been achieved.

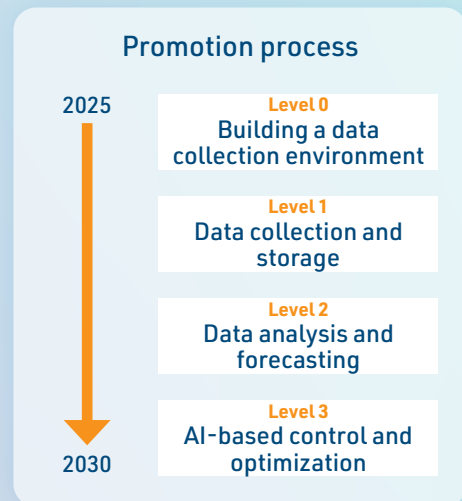
AGFs and AGVs, which move freely throughout the plant, transport intermediate goods and products safely and efficiently to each production line, automated warehouse, and shipment area. At the Nansha Plant, AGFs independently move between floors using elevators.

The automated warehouse stores not only finished products but also intermediate goods. It works in connection with the automated transport systems such as AGVs, automatically handling the loading and unloading.

3
Business strategy

Transforming existing plants into smart factories

In the past, manufacturing sites were bustling with people supporting production activities. However, in G-TEKT's future plants, we will minimize human labor as much as possible, with equipment and machinery taking over these tasks to achieve improved productivity and stabilized quality. This enables us to maintain stable production capacity that is not affected by social conditions such as declining birthrate and aging population and soaring labor costs. We aim to create a plant where AI directs and manages the optimal production activity by gradually integrating data such as orders and costs.



This project, which officially started in 2025, will be rolled out globally across production plants, beginning with the two newly built plants, the Chubu Plant (Kaizu City, Gifu Prefecture) and the Nansha Plant (Guangdong, China). The next target is our North American plants, where we expect a high return on investment, and we are planning significant capital investments. We will achieve AI-driven control and optimization of production activities by 2030, starting with building the environment for data collection at each plant, followed by data storage and analysis. After that, by consolidating all data from our locations around the world, we will establish a production system that can flexibly respond to various environmental changes, and we aim to achieve sustainable and profitable growth for the entire G-TEKT Group.

Our past achievements

Completed model plants that serve as templates for the transition to smart factories

Automated logistics



Digitalization



Energy generation/CO₂ reductions



For details see previous page



Nansha Plant (Guangdong, China)
Began mass production in February 2025

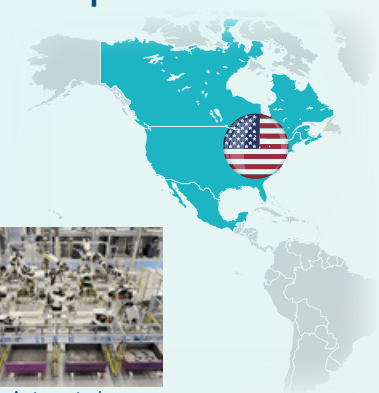


Chubu Plant (Gifu Prefecture)
Began mass production in March 2025

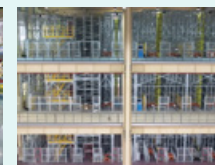
Next step

Expand structural reforms to existing plants and evolve them into highly profitable plants

Plan large-scale investments with the goal of enhancing profitability of our North American plants



Automated transportation (AGF/AGV)



Automated warehouse



Automated manufacturing processes

Competitive Strength to Accelerate the Business Strategy

Until now, G-TEKT has maintained sustainable growth by reinforcing its strengths in the four areas of development, technology, global capabilities, and finance. To this, we have added a fifth element, which is the “driving force” represented by human capital that we believe to be essential in powering the business forward. It is by leveraging these five areas of strength that we will accelerate our evolution towards our envisaged role of vehicle system supplier (Tier 0.5).

Development capabilities

1. Proposal/sale/mass production of platform for EVs (stable supply)
2. Proposal/sale/mass production of battery housings and cell cases
3. Creation of new businesses (environmental business)/ development of unique technology
4. Strengthen development structure in preparation for becoming a vehicle system supplier (Tier 0.5)

Whole-vehicle body proposal

Products for EVs

Global capabilities

1. Concentrate investments in growth markets/expansion of S&E functions in developed markets
2. Expand sales in all global locations (strengthen sales elsewhere)
3. Reduce energy consumption
4. Promote use of renewable energy (switch to own-use power generation/power storage/use of green electricity)

Presence in 12 countries

Diversity

Driving force

Human resources

1. Improve employee engagement (identification)
2. Create attractive workplaces (including the introduction of new personnel systems)
3. Upskill departments (become departments/functions appropriate to Tier 0.5)

Technological capabilities

1. Enhance productivity/reliability and reduce costs (strengthen promotion of labor saving/unmanned operation)
2. Strengthen proposals for next-generation body structure (accelerate alliances)
3. Make progress in DX and utilize digital technology (promote smart factories/ office DX)

High efficiency (automation)

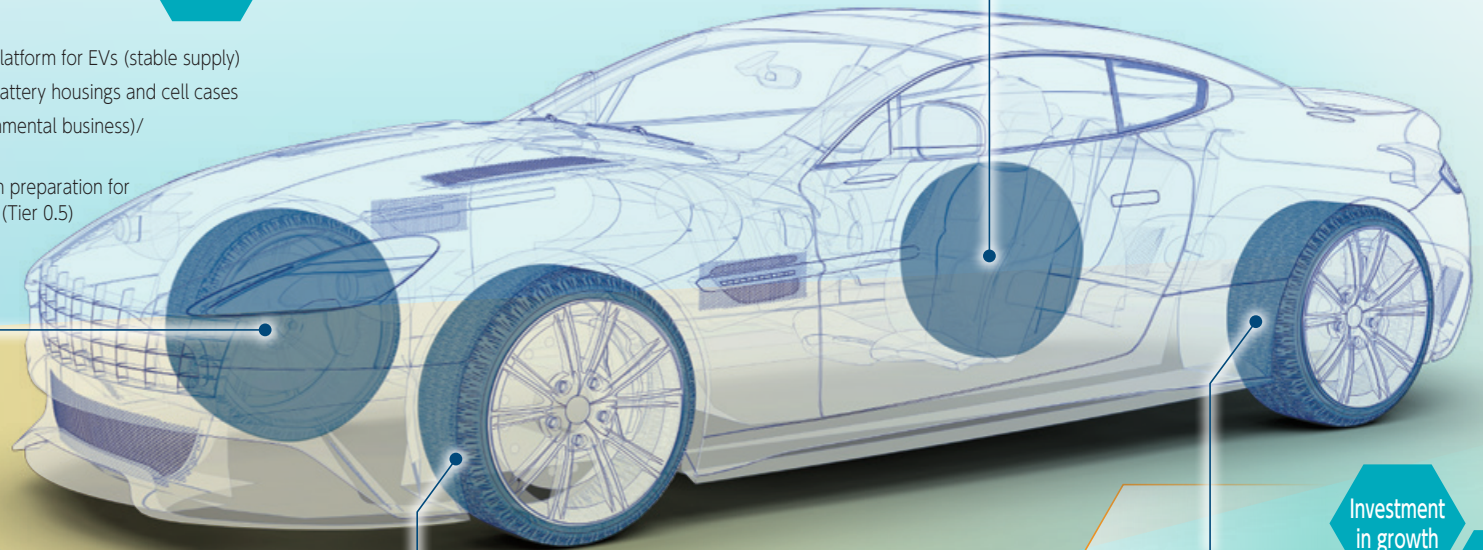
High quality

Financial strength

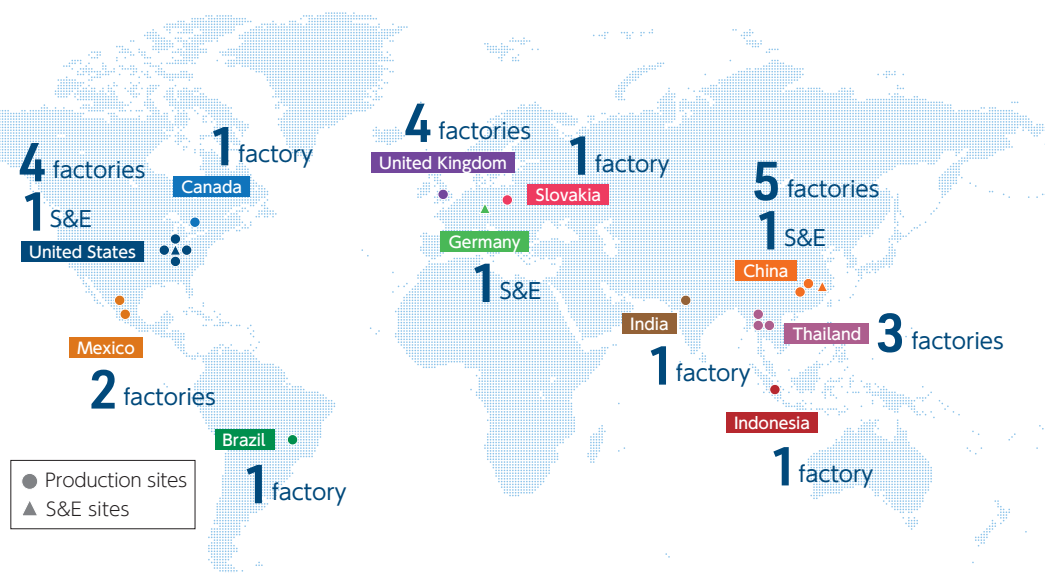
1. Secure funds required for evolution into system supplier, investments to achieve smart factories
2. Strengthen financial standing/enhance corporate PR (raise share price)

Investment in growth

Shareholder returns



Global Capabilities



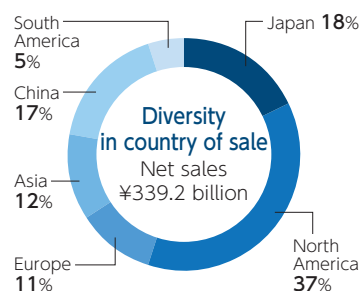
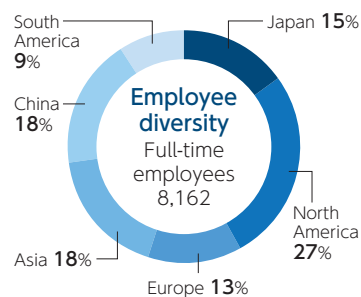
G-TEKT's global presence currently spans 12 countries, consisting of 28 factories, 3 S&E sites, 1 R&D hub, and 1 lab.

In 2025, we began operations at the Nansha Plant in China, which is factory 29, and the Chubu Plant in Japan, which is factory 30.

With the trend toward electrification expected to accelerate further, our global presence will play an increasingly important role going forward.

By further strengthening local sites and deepening collaboration between locations, we will construct a system that ensures that G-TEKT is not left behind by the speed of changes in its environment.

	FY2011	FY2024
Overseas net sales	¥97.3 billion	¥278.3 billion
Overseas net sales ratio	72%	82%
Net sales to non-Japanese automobile manufacturers	¥0.0 billion	¥29.1 billion



Production sites

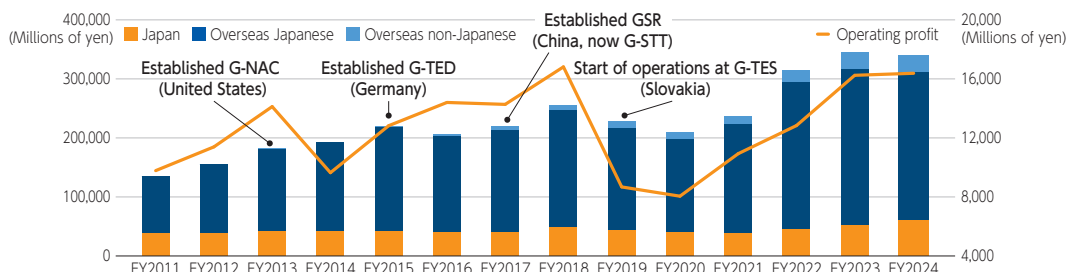
G-TEKT's predecessors, TAKAO KINZOKU KOGYO and KIKUCHI, first expanded overseas in the 1980s, in step with the overseas expansion of automotive manufacturers. Both companies engaged in joint ventures and, through these experiences, accumulated know-how in the management of overseas operations. Subsequently, they established multiple factories in areas surrounding the finished vehicle plants of automotive manufacturers, leading to an expansion in orders received. In 2019, G-TEK (Slovakia) commenced operations as G-TEKT's first production site on the European continent. By establishing systems that enable the Company to maintain high levels of QCD, for which suppliers are expected to take responsibility, we will continue to steadily secure orders.

R&D network

At G-TEKT, our R&D activities are centered on the G-TEKT Tokyo Lab (GTL), where we conduct research focused on vehicles 10 to 20 years into the future, with the aim of supporting future growth in orders. In addition to GTL, the C&C Tochigi R&D site works closely with customers through product development and technical proposals. We have also established Sales & Engineering (S&E) sites with sales support functions in the United States, Germany, and China.

The establishment of these S&E sites enables us to respond swiftly to requests from local customers, helping to build trust with a wide range of customers, including non-Japanese automotive manufacturers, and supporting steady order growth. Furthermore, by researching local market trends and the direction of engineering development and sharing this information across locations, we provide feedback to advanced technology development at GTL. Going forward, we will further deepen collaboration with customers in all regions, including those where we promote sustainability initiatives—such as the adoption of green materials—tailored to local market conditions.

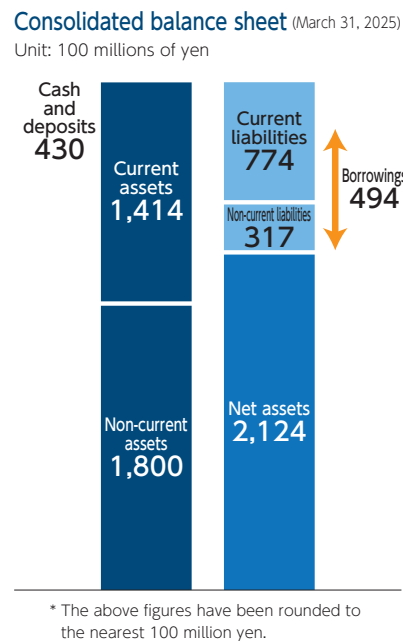
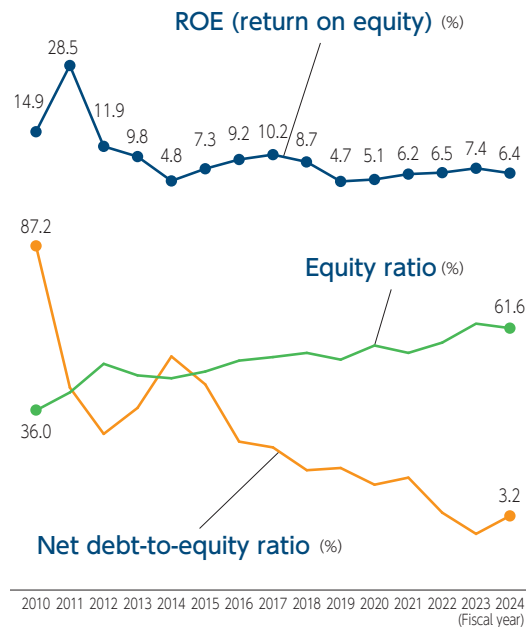
Overseas sales



Financial Strategy

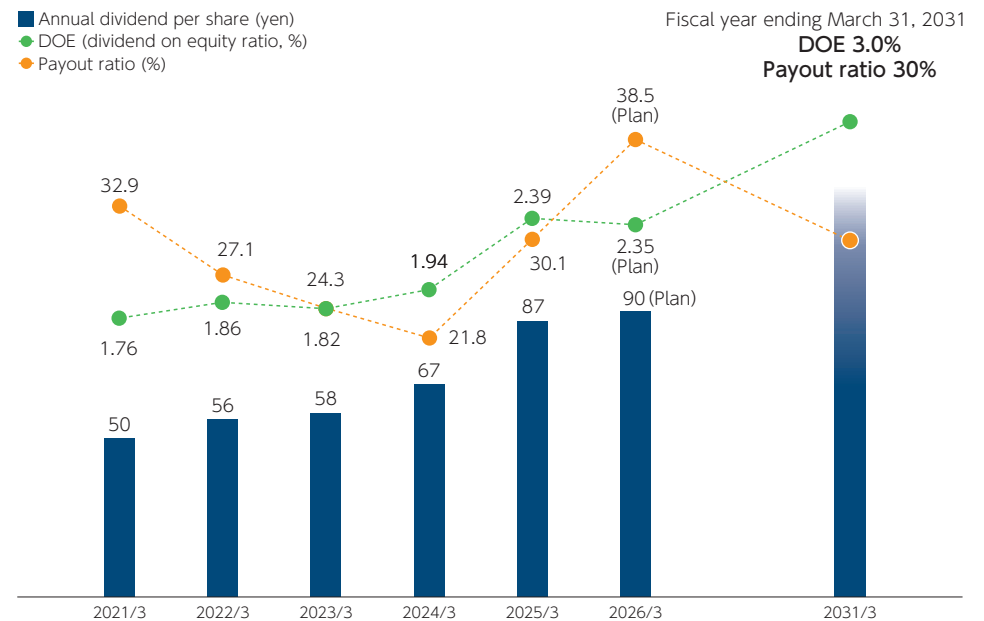
Financial policy

G-TEKT aims to maintain a strong financial position while improving return on equity (ROE) by sustainably expanding both sales and profitability. To support this objective, the Company maintains an equity ratio of at least 50% and has set a target ROE of 10% or higher as a key measure of capital efficiency. Amid the transformational shift toward electrification, G-TEKT also aims to evolve into a vehicle body system supplier (Tier 0.5), thereby enhancing its long-term competitiveness. As evidence of our financial soundness, we maintained an R&I credit rating of A- in FY2025. In addition to strengthening our financial base, we seek to deliver shareholder returns that meet investor expectations. From a medium- to long-term perspective, we will maximize investment efficiency and optimize the allocation of management resources by utilizing KPIs such as ROIC, with the objective of maximizing corporate value.



Shareholder return policy

Our basic policy is to maintain a level of shareholders' equity that growth investment and appropriate risk-taking, while providing stable and continuous returns to shareholders, with the aim of achieving sustainable growth and enhancing corporate value over the medium to long term. For the fiscal year ending March 31, 2026, we plan to pay a dividend of ¥90 per share, marking the 16th consecutive fiscal year of dividend increases. As part of our framework for shareholder returns, we introduced dividend on equity (DOE) in June 2023, and added the dividend payout ratio as an evaluation metric in June 2024. Looking ahead, we aim to achieve a DOE of 3.0% by the fiscal year ending March 31, 2031, and to maintain a payout ratio of at least 30% over the intervening period. Where management determines that investment in new growth areas will contribute to shareholder value, we will proactively allocate capital to such investments.



While maintaining an appropriate level of shareholders' equity to support growth investment and risk-taking, we aim to deliver continuous dividend growth, with a target DOE of at least 3.0% and a payout ratio of at least 30%.

Financial Strategy

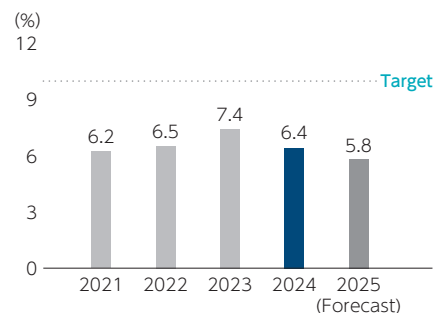
▶ Cost of capital and profitability

Generating profitability that exceeds the cost of capital is essential to enhancing corporate value. Accordingly, G-TEKT has focused on improving investment efficiency, with ROE and ROIC serving as key management indicators.

Both sales and profits increased due to higher production volumes at our customers, driven by the recovery from the semiconductor shortage and other factors, resulting in an improvement in our key performance indicators. As we move toward achieving the objectives of our medium-term plan for the fiscal year ending March 31, 2031, we will leverage higher sales volumes, promote investment in smart factories, and increase unit revenue per vehicle through expansion into new products. Through these initiatives, we aim to increase net sales, secure profitability, and improve performance across all indicators.

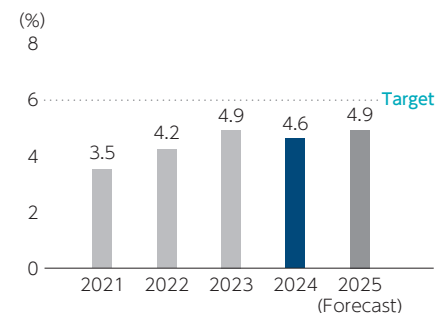
ROE (return on equity)

target ▶ 10%



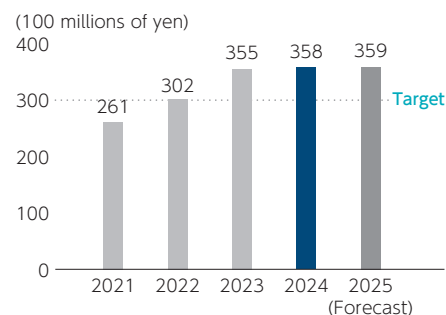
ROIC (return on invested capital)

target ▶ 6%



EBITDA (earnings before interest, taxes, depreciation, and amortization)

target ▶ ¥30.0 billion



▶ R&D expenses and capital expenditures

In order to evolve into a system supplier and respond to the era of electrification, we are actively investing in R&D initiatives.

As part of these efforts, we have constructed a demonstration line, through which we are pursuing order opportunities aimed at expanding our business beyond existing auto body components.

Looking ahead, we will continue to invest in the business with the objective of securing new business opportunities, including components that enable responses to electrification.

▶ Dialogue with investors

To ensure the appropriate evaluation of management initiatives, including those related to finance, we are working on active and transparent communication with shareholders and investors.

In addition to generating an upward trend in the number of individual (one-on-one) meetings with institutional investors, we are focusing on implementing briefings for individual investors and on the creation of other opportunities to communicate G-TEKT's circumstances and the business strategy that is our medium- to long-term growth story.

IR activities to further deepen understanding of the strategy aspect are led primarily by the Corporate Business Planning Division, which reports directly to the President, with additional participation in dialogue by the finance division.

Related: Dialogue with shareholders and investors (P.55)

▶ Initiatives to enhance liquidity of shares

To make effective use of capital and improve capital efficiency, G-TEKT seeks to enhance share liquidity and support share price growth as part of its capital policy.

To this end, the Company reviews the necessity of cross-shareholdings and, in principle, reduces such holdings, reallocating the resulting capital to growth investments.

Driving Force

▶ Improving employee engagement (identification)

We place great importance on improving employee engagement by promoting initiatives that support individual empowerment. We assess the workplace environment quantitatively through employee surveys and other evaluation tools, and based on the results, provide education and training for managers. At the same time, we work directly with individual employees to foster positive changes in workplace culture. Through these initiatives, we aim to enhance employee motivation and willingness to contribute to the organization, and to build a relationship in which both employees and the Company can grow together.

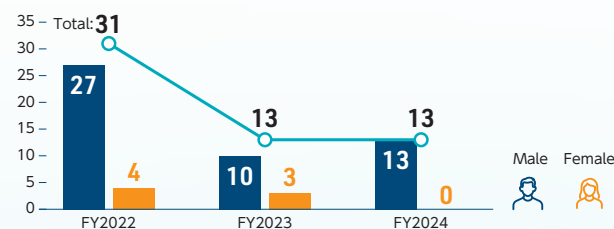
▶ Creating attractive workplace environments (including the introduction of new personnel systems)

We are committed to creating attractive workplace environments in which employees can work with a sense of security over the long term. The average length of service is 16.5 years, and we have maintained a high retention rate of 92% among employees hired within the past three years. We also support flexible work styles through initiatives such as flextime and remote work. As a result, the average number of paid leave days taken is 14.9, and the return-to-work rate following maternity and childcare leave stands at 100%. By respecting diverse work styles that emphasize work-life balance, we aim to foster an open corporate culture that enables the sustainable growth of both the Company and its employees.

▶ Upskilling Departments (to Develop Capabilities Appropriate for Tier 0.5)

To steadily progress toward Tier 0.5 capabilities, we believe it is essential to enhance the skills and mindset of individual employees. Accordingly, we place a strong emphasis on developing next-generation management talent and fostering leadership. We provide cross-divisional opportunities that enable employees to envision their career paths and acquire the knowledge and skills required for future growth. In addition, we focus on the development of digital skills—including DX and the use of AI—which will become increasingly important going forward, and provide education and training aimed at strengthening departmental capabilities

Number of New Graduate Hires by Gender



Average age



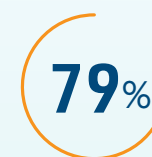
40.5 years old

Average Length of Service

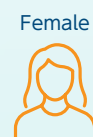


16.5 years

Retention Rate over the Past Three Years



Gender Ratio



7.8%



92.2%

Ratio of Female Managers



4.9% (Level of Chief or higher)

Average Overtime Hours



21.7 hours

Average Paid Leave Days Taken



14.9 days







Return-to-Work Rate after Maternity and Childcare Leave



100%

G-TEKT's Management Capital

The six forms of capital that underpin our business activities are strengthened through G-TEKT's corporate activities and contribute to the creation of corporate value. The value generated through these activities is reinvested as capital and further reinforced, leading to a continuous cycle of value creation. These six forms of capital are defined as follows.

	Indicators	Importance	Strengths and Differentiation	Key Points for Capital Strengthening	Medium- to Long-Term Targets and Strategy
 Financial capital	<ul style="list-style-type: none"> Shareholders' equity: ¥157.8 billion Interest-bearing debt: ¥49.4 billion Total assets: ¥212.4 billion Equity: ¥198.0 billion Profit: ¥12.4 billion 	Maintaining a strong financial position is a critical form of capital that enables G-TEKT to enhance corporate value, prepare for significant changes and risks in the business environment, and boldly invest in growth while continuing to deliver shareholder returns.	<ul style="list-style-type: none"> An equity ratio that supports appropriate risk-taking R&I credit rating: A- Dividend increases for 16 consecutive fiscal years 	<ul style="list-style-type: none"> Strengthening cash generation to support growth investment and shareholder returns 	<ul style="list-style-type: none"> Net sales: ¥400.0 billion by FY2030 Operating profit: ¥28.0 billion by FY2030 ROE: 10.0% by FY2030
 Human capital	<ul style="list-style-type: none"> Number of employees: 8,162 Ratio of women in executive positions: 4.9% (in Japan) Training cost per person: ¥40,000 (in Japan) 	Employees with diverse skills perform a variety of tasks every day to enhance corporate value. We also emphasize human resource development by providing support for the acquisition of qualifications and language learning. Because our value is formed by our employees, human capital, which is the experience, knowledge, and motivation of each individual, is an important form of capital.	<ul style="list-style-type: none"> Enhancing flexible systems by providing employees with a wide range of opportunities to play active roles and work more effectively Ensuring thorough communication so that each employee is fully informed and able to utilize available systems Supporting employee career development 	<ul style="list-style-type: none"> Measures to enable diverse talent to thrive 	<ul style="list-style-type: none"> An inclusive workplace where all employees can thrive regardless of gender Ratio of women in management positions: 1.5 times by 2028 (compared to FY2022) Recruitment of talent with diverse backgrounds, experience, and expertise
 Manufacturing capital	<ul style="list-style-type: none"> Global production and sales systems Capital investment amount: ¥34.4 billion 	We conduct our business activities by leveraging the manufacturing facilities we own. Since our founding, manufacturing capital—represented by technological capabilities built through the close integration of production sites and production engineering—has been a vital form of capital for G-TEKT. In recent years, we have also introduced advanced technologies, such as image analysis, to enable labor-saving and unmanned production lines.	<ul style="list-style-type: none"> 28 factories, 3 Sales & Engineering (S&E) sites, 1 R&D hub, and 1 laboratory across 12 countries Gathering insights on the latest local trends through research sites Dedicated maintenance teams to maintain and preserve production equipment Construction of production lines through the co-creation of technologies between production sites and production engineering Transfer of manufacturing know-how across locations 	<ul style="list-style-type: none"> Production capacity expansion in line with demand Two new plants in Chubu and Nansha Capacity expansion in Gunma and the United Kingdom 	<ul style="list-style-type: none"> Implementation of smart factories Labor-saving and unmanned production processes through the use of imaging technology Automation of quality assurance and traceability management using camera and laser scanner inspections Establishment of advanced joining technologies to support material innovation for EVs Environmentally efficient production operations Risk management practices leveraging the Group network
 Intellectual capital	<ul style="list-style-type: none"> Number of patents held: 76 Research and development employees: 45 R&D expenses: ¥3.4 billion 	G-TEKT possesses a wide range of technological capabilities, including aluminum forming that contributes to environmental performance and vehicle lightweighting, as well as hot stamping and high-tensile steel forming technologies that support vehicle body safety performance. We also continue to pursue the development of new technologies and improvements in production processes. This intellectual capital forms an important foundation that supports G-TEKT's business activities and long-term competitiveness.	<ul style="list-style-type: none"> Establishment of a dedicated intellectual property department to create intellectual property and conduct patent clearance searches under a global framework Intellectual property activities that leverage the IP landscape and are integrated into upstream business planning and R&D processes Technological capabilities to commercialize technologies through mass production and to protect intellectual property at each stage of the commercialization process Advanced technological capabilities for vehicle body structural analysis and proposal capabilities comparable to those of automobile manufacturers, cultivated through years of research and development 	<ul style="list-style-type: none"> Strategic patent filings addressing trends such as large-scale integration Development of management methods and business models through business transformation (DX), and their protection through trade secrets and patents 	<ul style="list-style-type: none"> Further leveraging of the IP landscape Creation and protection of intellectual property through backcasting from the desired future state Commercialization of products and structures that meet customer needs for next-generation vehicle bodies Establishment and monetization of new management methods and business models
 Natural capital	<ul style="list-style-type: none"> Water consumption: 366,000 m³ Renewable energy usage ratio: 36% 	Natural capital is essential to G-TEKT's business activities. We recognize the importance of preserving the planet's rich natural environment, and conduct our global operations in compliance with applicable laws and regulations to prevent environmental pollution.	<ul style="list-style-type: none"> Implementation of environmental management Global implementation of solar power generation Introduction of renewable energy and promotion of sustainable corporate activities Global environmental management by a dedicated department Implementation of biodiversity conservation volunteer activities 	<ul style="list-style-type: none"> Reduction in energy consumption On-site energy generation through solar power Use of environmentally friendly materials 	<ul style="list-style-type: none"> CO₂ emissions (Scopes 1 and 2): 50% reduction by FY2030 100% reduction by FY2040 CO₂ emissions (Scopes 1, 2, and 3): Achieve carbon neutrality by FY2050
 Social capital	<ul style="list-style-type: none"> Suppliers with whom we collaborate Business partners Various stakeholders 	Social capital, which is the relationship of trust with all stakeholders, including business partners, suppliers, employees, local residents, and investors, is an important form of capital in our value creation.	<ul style="list-style-type: none"> Receipt of various awards from global customers for excellence in quality, cost, delivery, and sustainability Implementation of social contribution activities in each region Opportunities for dialogue with shareholders through factory tours and other engagement initiatives DOE target for FY2030: 3.0%; dividend payout ratio target: 30% 	<ul style="list-style-type: none"> Co-creation of value through collaboration with customers and material manufacturers 	<ul style="list-style-type: none"> Maintain sound relationships with a wide range of stakeholders and pursue sustainable growth together with society as a good corporate citizen.

Business Risks

We recognize that the following risks may affect the financial position and operating results of the Group and may have a significant impact on investment decisions. Based on risk maps for each location and region, we are implementing appropriate risk mitigation measures.

Likelihood	High: The likelihood of occurrence is assessed as high. Medium: The likelihood of occurrence is assessed as medium. Low: The likelihood of occurrence is assessed as low.	Impact	Significant: Significant impact is expected Moderate: Moderate impact is expected Minor: Minor impact is expected
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	Impact on the Group	Likelihood	Impact	Mitigation Measures
Changes in the Market Environment	Economic downturns and changes in tax systems may weaken consumer demand, resulting in lower automobile sales.	High	Significant	• Establish a system to closely monitor market trends in the countries where the Company operates, enabling swift and appropriate decision-making on capital investments, workforce allocation, and expense management.
Response to Climate Change and Environmental Regulations	Insufficient responses to environmental regulations in various countries and to stakeholders' demands for decarbonization may lead to reputational damage and result in lost business opportunities.	Medium	Moderate	• Reduce greenhouse gas emissions during production by implementing energy-saving initiatives and using electricity derived from renewable energy, with the aim of achieving carbon neutrality by FY2050. • Switch to steel sheets manufactured using methods with lower environmental impact, and develop aluminum products with high recyclability, together with the establishment of related production technologies.
Shift to EVs	Delays in R&D and factory reforms related to the shift toward EVs may result in lost orders and business opportunities.	High	Significant	• Promote factory automation to realize smart factories with higher productivity and reliability, positioning the establishment of EV-related business as a core pillar of the new management strategy. • Leverage whole-vehicle body analysis and production technologies to form new external alliances and aim to become a vehicle body system supplier (Tier 0.5) capable of handling integrated orders from development onward.
Technology Development Based on Market Needs	Failure to accurately anticipate changes in market needs, delays in introducing attractive new products, or slower-than-expected demand growth may reduce future growth and profitability.	High	Significant	• Strengthen research and development capabilities by consolidating information from sales and engineering sites in North America, Europe, and China at G-TEKT Tokyo Lab—the Group's core hub for R&D and intellectual property management —and by collaborating with European engineering service providers (ESPs) to advance the development of new technologies.
Proliferation of New Materials and Manufacturing Methods	Competition from new materials and manufacturing methods relevant to the Company's business may result in losses.	Medium	Moderate	• Promote the research and development of aluminum and other new materials, and establish mass-production press-processing technologies at European manufacturing sites. • Advance the research and development of new manufacturing methods through collaboration and joint development with other companies.
Intellectual Property Rights	Opportunity losses in the event of inferiority in obtaining rights for technologies under research and development	Low	Moderate	• Establish a dedicated intellectual property management department to investigate, acquire, and manage intellectual property rights in alignment with the Group's intellectual property strategy.
Attracting Talent	Economic fluctuations, demographic changes such as a declining birth rate, and shortcomings in human resource systems may lead to difficulties in recruiting and retaining talent, resulting in labor shortages that could hinder overall business operations.	High	Moderate	• Promote employee retention by enhancing employee benefits and working conditions through the review and expansion of human resource systems, and by reducing employee workload through the automation of on-site operations. • Identify and visualize workplace challenges through the implementation of workplace assessments, and develop initiatives to create a more comfortable and productive working environment.
Risk Management System	Inadequate responses to risks that materialize in the countries and regions where the Group operates may result in losses.	Medium	Moderate	• Promote risk mitigation measures across Group companies based on country-specific risk maps, while conducting regular monitoring by the head office in Japan.
Dependence on Specific Customers	Changes in production and sales trends, business strategies, or purchasing policies at major customers in Japan and overseas may require revisions to the Company's business operations.	High	Significant	• Leverage long-standing, close relationships with major customers to share outlooks for production and sales, as well as future directions in business strategies and purchasing policies, and use this information to inform investment and business strategy decisions across the Group. • Reduce dependency on specific customers by implementing sales strategies that promote customer diversification and transaction expansion through price-competitive development proposals.
Quality	Quality issues may result in additional costs for corrective measures and cause reputational damage.	Low	Significant	• Strengthen quality governance across the Group. • Implement predictive and preventive quality management by visualizing and monitoring quality information globally through the use of camera-based inspection, image analysis technologies, and digital transformation initiatives.
Supply Chain	Pandemics, natural disasters, or other events may disrupt suppliers' operations, making it difficult to procure key components and purchased goods and potentially leading to suspension of the Company's operations.	Low	Significant	• Identify and assess the risk of operational disruptions at major suppliers based on hazard maps, and secure alternative procurement sources to ensure supply chain continuity. • Mitigate production disruption risks by shortening mold manufacturing lead times, dispersing production processes, and establishing a framework for rapid recovery.
Foreign Exchange	Significant exchange rate fluctuations may cause foreign currency translation differences and result in foreign exchange losses.	Medium	Moderate	• Mitigate the impact of exchange rate fluctuations related to exports of products and components through the use of forward exchange contracts and other hedging measures.
Tax	Changes in tax systems in various countries, transfer pricing regulations, or tax compliance issues may result in unexpected increases in tax burdens or litigation.	Low	Significant	• Strengthen tax governance across the Group based on the Group's established tax policy. • Build and maintain constructive relationships with tax authorities, and establish an internal Group-wide framework for coordinated response and issue resolution in the event of tax-related issues.
Compliance	Violations of laws and regulations may result in litigation or enforcement actions by regulatory authorities.	Low	Significant	• Establish a robust compliance framework under the leadership of the Compliance Sub-Committee by formulating and communicating Group-wide policies on the prevention of unfair competition and corruption, conducting self-assessments and training, and reviewing proposals aimed at improving corporate ethics.
Cybersecurity	Increasingly sophisticated cyber attacks may result in security breaches, disrupting critical operations and causing leakage of confidential information.	Medium	Significant	• Strengthen cybersecurity controls by reviewing and updating cybersecurity policies, conducting inventories of on-site equipment, and implementing Endpoint Detection and Response (EDR) systems across Group companies.
Outbreaks of Infectious Diseases	The outbreak and global spread of a new infectious disease may result in government-imposed restrictions that hinder business operations.	Low	Significant	• Establish a framework under which the head office in Japan secures sufficient cash liquidity across the Group to cover fixed costs such as labor expenses. • Reduce infection risks by automating production processes, revising factory and office layouts, promoting remote work, and utilizing online tools for communication and coordination with business partners.
Natural Disasters	Natural disasters such as major earthquakes, floods, tsunamis, or tornadoes may disrupt the procurement of raw materials and parts, as well as production and sales.	Medium	Moderate	• Establish an emergency response framework under the leadership of the Risk Management Subcommittee, with employee safety as the highest priority, by assessing potential impacts of natural disasters at each site, preparing initial response arrangements, and developing recovery plans.
Geopolitical Risks	Geopolitical risks such as political instability, tensions between countries, war, conflict, or terrorism may restrict or disrupt business activities.	Low	Significant	• Enhance management of geopolitical risks by sharing country-specific geopolitical risk information across the Group and promoting greater autonomy in procurement and other operations at the regional level.

03

Section 03

Realizing a Sustainable Society

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Sustainability

Promotion of Sustainability

Grounded in its vision of a better future for people, mobility, and the planet, G-TEKT is committed to contributing to a sustainable society and enhancing corporate value through its business activities

Basic Sustainability Policy

■ Environmental Protection

We strive to protect the global environment by reducing greenhouse gas emissions associated with our business activities, as well as minimizing environmental impacts on air, water, and soil.

■ Technological Innovation Supporting a Sustainable Society

We support a sustainable mobility society by delivering high-quality products and pursuing technological innovation that meets the needs of customers and consumers.

■ Respect for Human Rights

We prohibit forced labor and child labor, and respect the human rights of all people, as well as the fundamental rights of workers. We also prohibit all forms of discrimination and respect diversity, including diverse values and individuality.

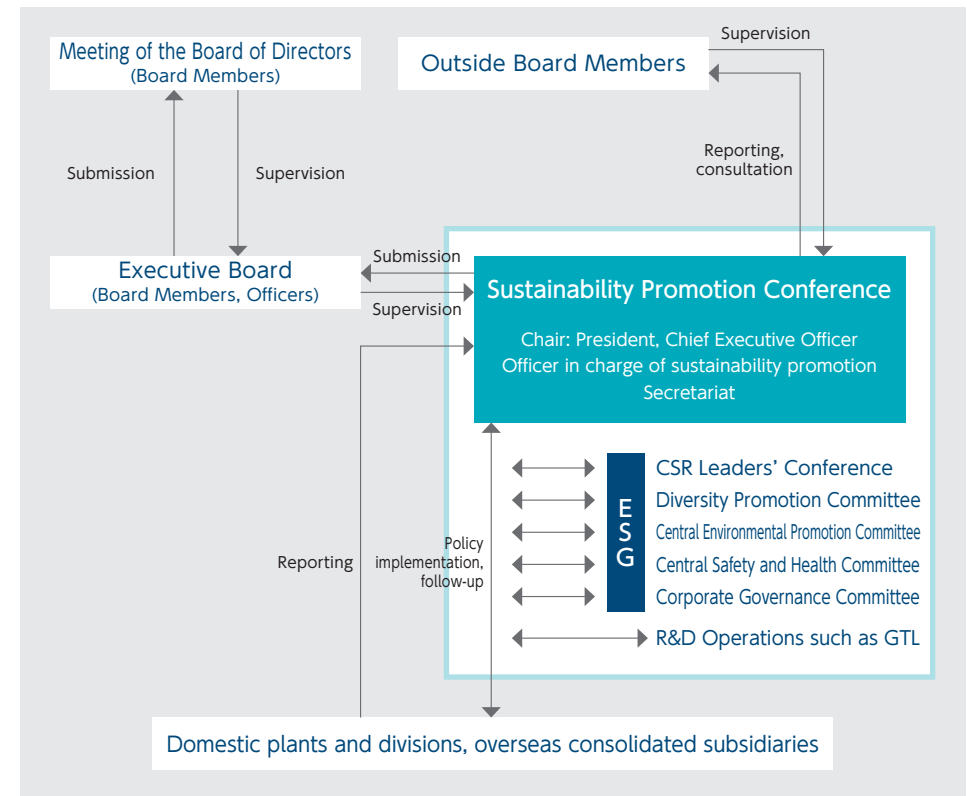
■ Compliance

We comply with international standards and the laws and regulations of each country and region, in particular those related to anti-corruption and the prevention of unfair or fraudulent transactions.

■ Maintaining and Improving an Appropriate Working Environment

We strive to enhance the workplace environment so that every employee can work safely and with peace of mind, and feel a sense of fulfillment and personal growth.

Sustainability Promotion Framework



Materiality (Priority Issues)

With a view to a future, decarbonized mobility society, the Company leverages the technologies and capabilities it has cultivated over the years to achieve both reduced environmental impact and business growth. While we identified four materiality areas in 2016, we keep our materiality assessment under ongoing review in light of changes in the external environment and other factors. To drive sustainable growth going forward, we will clarify the corporate responsibilities the Company should fulfil and continue to analyze and evaluate them from multiple perspectives.

The Four Material Issues

Strengthening Corporate Governance



As a company with operations around the world, G-TEKT recognizes that strengthening Group governance and maintaining a sound governance framework are particularly important management priorities. Accordingly, we regularly assess governance conditions at both domestic and overseas sites using checklists and other tools. We also share issues between the Head Office and local sites, and we develop improvement measures to maintain and enhance our governance standards.

Human Resource Development



We offer a wide range of talent development programs for employees at all career stages, from new hires to experienced employees, and place strong emphasis on company-led human resource development. Guided by the belief that a company cannot grow without the growth of its people, we will continue to engage with and support each employee in order to achieve sustainable growth and ongoing transformation.

Development of Environmentally Conscious Products and Technologies



Automobiles are among the products that require the greatest environmental consideration. In particular, fuel efficiency is strongly influenced by vehicle weight, making lightweighting a key challenge for vehicle bodies. Leveraging our proprietary design philosophy and lightweighting technologies, G-TEKT helps reduce environmental impact by achieving weight reduction without compromising performance.

Environmental Management



Addressing climate change is a key corporate responsibility in realizing a sustainable society. To reduce CO₂ emissions generated by our business activities, we are taking a systematic and proactive approach, while also working to reduce environmental impacts across our value chain.

Topics



Top Award from a U.K. Industry Association



G-TEM (United Kingdom) received the Company of the Year award from the Confederation of British Metalforming (CBM). The company was highly recognized for its sustainability efforts, including the introduction of solar power generation, as it steadily advances initiatives toward achieving carbon neutrality by 2030.

Message from the Officer in Charge of Environment

Driving Corporate Value Through

Environmental and Economic Balance

In recent years, global challenges such as climate change and resource constraints have become increasingly severe. As a result, companies are now expected not only to minimize their environmental impact, but also to act responsibly across their entire value chain.

With the aim of becoming a Tier 0.5 supplier in the automotive industry, G-TEKT is committed to contributing to a sustainable society by proposing and delivering lightweight, high-strength body components.

In terms of decarbonization, we are accelerating the global adoption of renewable energy and promoting energy-saving initiatives across our production processes in order to reduce CO₂ emissions toward 2050.

G-TEKT has set targets to reduce Scope 1 and Scope 2 CO₂ emissions by 50% by FY2030 and by 100% by FY2040 compared with FY2013 levels, and to achieve carbon neutrality, including Scope 3 emissions, by FY2050. We are steadily implementing measures to achieve these targets. In FY2024, Scope 1 and Scope 2 CO₂ emissions were reduced by 28% compared with FY2013, exceeding the target by 3 percentage points.

In Japan, we completed the transition to 100% renewable electricity for domestic operations in February 2024. In addition, the expansion of self-consumption solar power generation capacity at our sites in Thailand and China in FY2023 contributed to an increase in the global ratio of renewable electricity to 36% (FY2023: 34%).

Going forward, we will further reduce energy consumption by proactively upgrading to high-efficiency, energy-saving facilities.

At new plants in Japan and China, we are pursuing a seamless production system through the automation of manufacturing processes and on-site logistics. We are currently verifying improvements in energy efficiency by increasing first-pass yield and eliminating unnecessary manual processes, and plan to gradually roll out these initiatives to our global flagship plants.

More than 90% of our CO₂ emissions are attributable to materials such as steel and aluminum. Addressing this challenge requires tripartite collaboration among G-TEKT, materials manufacturers, and automobile manufacturers. Accordingly, we are advancing R&D aimed at commercializing large-scale modular components through the development of integral molding technologies. These initiatives target next-generation models, including electric vehicles, with the dual objectives of reducing the number of manufacturing processes and lowering vehicle body weight. Going forward, we will continue to position environmental management as a core pillar of our strategy to enhance corporate value, and will move forward together as one to achieve a balance between the environment and the economy.

We invite you to look forward to G-TEKT's continued challenge toward a sustainable future.



Senior Managing Officer
Mitsutoshi Nakamoto

Environmental Initiatives

Since obtaining ISO14001 Environmental Management System (EMS) certification in 1998, G-TEKT has proactively worked to reduce the environmental impact of its business activities.

Today, with carbon neutrality as a key goal, we are advancing initiatives to reduce greenhouse gas emissions generated through our production activities.

Environmental policies

The Company places the highest priority on the conservation of the global and local environments. As a responsible member of society committed to passing on a green and sustainable planet to future generations, we pursue a balance between environmentally responsible business activities and environmental conservation, guided by our basic philosophy: "The Earth is our shared resource."

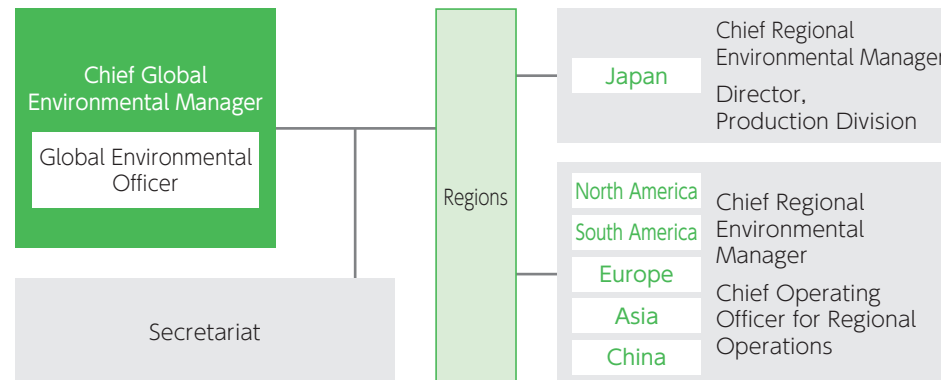
1. The Company shall assess the environmental aspects and impacts arising from all business activities, formulate voluntary improvement plans, and proactively engage in environmental conservation.
2. The Company shall comply with all applicable environmental laws, regulations, and other requirements, establish its own management standards, and strive to prevent environmental pollution before it occurs.
3. The Company shall establish environmental objectives, targets, and implementation plans, reduce its environmental burden through continuous improvement, and conduct business activities in harmony with the environment. These objectives and plans shall be reviewed and revised as necessary.
4. The Company shall promote environmental education and awareness initiatives to ensure that all employees and all persons working at the Company understand and are informed of the environmental policy.
5. The Company shall disclose environmental information externally, foster communication with local communities and society at large, and actively cooperate in environmental conservation activities.

Environmental Management Framework

Since FY2022, the Company has established a global environmental management framework headed by the Chief Global Environmental Officer (Senior Managing Officer: Mitsutoshi Nakamoto), with the Corporate Business Planning Division serving as the secretariat. Under this framework, the Company is promoting group-wide initiatives toward achieving carbon neutrality by FY2050.

The Central Environmental Promotion Committee under the existing Environmental Management System (EMS) has been reorganized as a committee overseeing the Japan region, and continues to carry out its activities.

Global environmental management structure



Percentage of plants with ISO 14001: 2015 certification



*Applicable 33 locations: Production facilities of our consolidated subsidiaries in Japan and overseas in which the Company holds an equity stake of 50% or more.
*as of January 5, 2026

Environmental Road Map

• Long-term target

Scope1+Scope2

FY 2030 50% reduction *Compared to FY 2013

FY 2040 100% reduction *Compared to FY 2013

Scope1+Scope2+Scope3

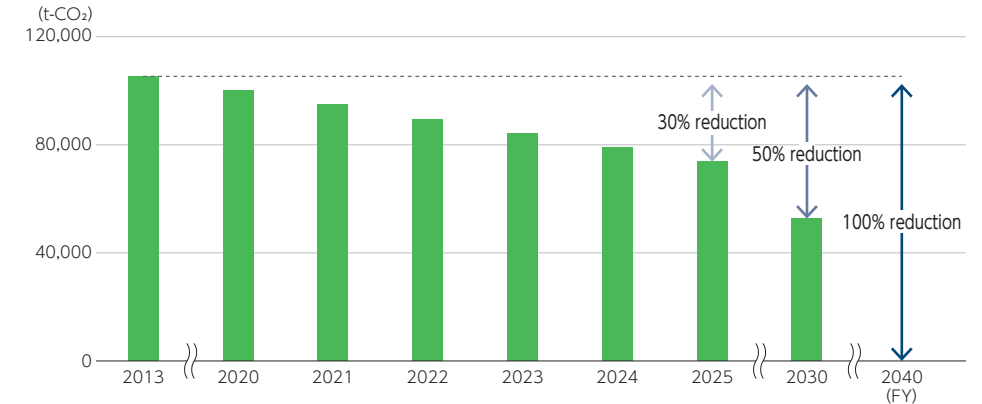
FY 2050 Virtually zero emissions

• Single-fiscal year target

This is calculated by increasing the targeted reduction (compared to actual Scope 1 + Scope 2 figures for FY 2013) by 5 percentage points every fiscal year from FY 2020 onwards.

The target for FY 2025 is a reduction of 30% compared to FY 2013 (target amount: 75,735 t-CO₂)

CO₂ Emissions Reduction Targets (Compared to FY 2013) ■ Target value



Environmental Road Map

In progress → Scheduled

	FY 2021 to FY 2025	FY 2026 to FY 2030	to FY 2040	to FY 2050
Energy saving (Scopes 1 + 2)	CO ₂ emissions reduction at factories (-10% by FY 2030)			
Utilization of electricity derived from renewable energy (Scope 2)	Phase 1: Procurement of electricity derived from renewable energy			
	Phase 2: Energy generation for own use through installation of solar power generation equipment			
	Phase 3: Energy generation + Off-site renewable energy power supply + Energy supply from + storage batteries			
Fuel/equipment replacement CO ₂ absorption (Scope 1)	Replacement with low-carbon fuel (for example, replacement with natural gas derived from renewable energy)			
	Replacement/substitution with decarbonization equipment			
	G-TEKT's Forestation Program (afforestation) (forest-based CO ₂ absorption)		Utilization of new technologies	
Scope 3 action (Supply chain/materials)	Supplier engagement (Scope 3 emissions zero by 2050)			
	Switching to low-carbon materials			

Taking Action for TCFD

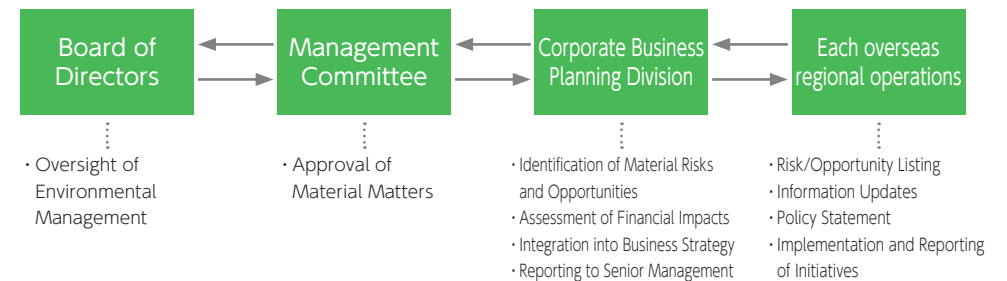
G-TEKT is taking actions based on the recommendations of the TCFD (Task Force on Climate-related Financial Disclosures) in order to realize a sustainable society.

Governance

For material climate change-related matters, a Senior Managing Officer in charge of the Corporate Business Planning Division has been appointed by the President and Chief Executive Officer as the Chief Global Environmental Officer. Under this structure, business strategies that consider environmental and climate-related risks and opportunities are developed, and progress is managed through the reporting of actual and forecast CO₂ emissions.

Material risks and opportunities are incorporated into business strategies and policy management by the Corporate Business Planning Division and are regularly reported to and discussed by management. Depending on the matter, reports and recommendations are also submitted to the Board of Directors at least once a year.

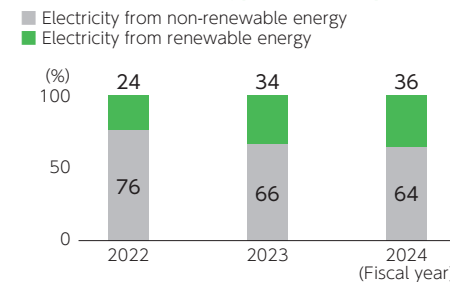
Governance



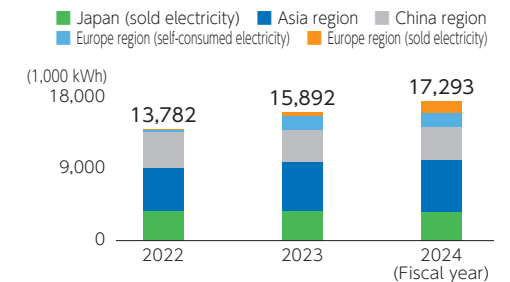
Strategy

G-TEKT's environmental strategy for its business activities focuses on (1) energy efficiency initiatives and (2) the use of renewable energy, including on-site power generation. Going forward, we will prioritize these strategies by site on a global basis and proactively promote their implementation. Through our products, we contribute to environmental sustainability by (1) improving vehicle fuel efficiency and electric power efficiency through lightweight body technologies, and (2) supporting the wider adoption of electric vehicles by advancing the commercialization of EV-related products, such as battery housings, cell cases, and motor cores.

Renewable Energy Electricity Ratio



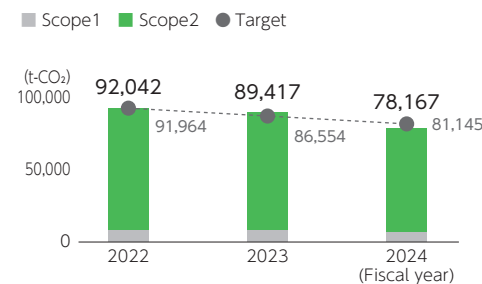
Solar Power Generation (kWh)



Metrics and Targets

G-TEKT has set global CO₂ emissions reduction targets for Scopes 1, 2, and 3 as key indicators for managing climate change-related risks and opportunities. We aim to reduce Scope 1 and 2 emissions by 50% by FY 2030 and achieve a 100% reduction by FY 2040, compared to FY 2013, and to achieve carbon neutrality across Scopes 1, 2, and 3 by FY 2050 in cooperation with the supply chain.

CO₂ Emissions (Actuals)



Risk management

▶ Risk Management

The G-TEKT Group discusses climate change-related risks and opportunities with the Global Environmental Department, overseas subsidiaries, relevant departments, and the Central Environmental Promotion Committee. We confirm alignment with external trends and share progress on internal measures.

We will continue to review and update strategies and actions based on external factors (e.g., regulatory changes) and internal factors (e.g., progress of overseas initiatives and emerging risks and opportunities).

Reference Scenario

- 4°C or higher scenario: RCP8.5 (IPCC AR5)
- 2°C or lower scenario: NZE (IEA, 2022)

Timescale

- Short term: less than 5 years
- Medium term: less than 10 years
- Long term: up to FY2050

Risks and opportunities

Scenario	Risk/opportunity		Details	Timescale	Financial impact
4°C or higher scenario	Physical risk	Acute	Sales decline from climate-related supply chain disruptions	Medium term	Large
			Sales decline from factory shutdowns due to flooding or sea-level rise	Medium term	Medium
		Chronic	Increased costs to maintain workplace conditions in response to rising temperatures	Long term	Medium
2°C or lower scenario	Transition risk	Policy/legal/regulatory	Increased costs and capital investment due to stricter GHG emissions regulations (e.g., carbon pricing and carbon border measures)	Short term	Large
		Technological	Sales decline due to lost orders from delayed technological response	Short term	Large
		Market	Increased material costs due to higher prices for low-carbon steel sheet	Medium term	Large
	Increased costs due to soaring energy prices		Long term	Medium	
	Opportunities		Increase in sales driven by lightweighting technologies that improve vehicle fuel efficiency and electric power efficiency	Medium term	Large
			Increase in sales of EV-related products (battery housings, cell cases, motor cores)	Medium term	Large
Decrease in energy costs through more efficient energy use enabled by digital transformation (DX)			Short term	Medium	

▶ Toward the achievement of a sustainable society

At present, Scope 3 Category 1 (Purchased products and services) accounts for approximately 70% of G-TEKT's total CO₂ emissions across Scopes 1, 2, and 3, with steel sheets used as raw materials representing approximately 99% of this category. We recognize that addressing emissions in this area is essential to achieving carbon neutrality.

Going forward, we plan to transition our raw materials from blast furnace-based steel to green materials such as electric furnace steel and hydrogen-reduced iron. As this transition progresses, it will become increasingly important for our press die and welding technologies to be capable of processing products made from such green materials. We therefore aim to internalize these capabilities at an early stage. While maintaining and improving product quality at the same level as today, we will establish a mass production system for products using green materials.

In addition, scrap generated during the press process has traditionally been collected and recycled, and we will continue to promote a circular economy through these efforts. Furthermore, we are working to increase material yield rates in order to reduce overall raw material usage.

Biodiversity Initiatives

In FY2014, G-TEKT established the “G-TEKT Biodiversity Guidelines” as part of its efforts to conserve the global environment, one of the Company’s most important priority issues. Recognizing that our business activities may impact biodiversity, we will continue initiatives aimed at the conservation and sustainable use of biodiversity.

G-TEKT Biodiversity Guidelines

Under the “G-TEKT Environmental Philosophy,” G-TEKT recognizes biodiversity conservation and sustainable use as a key environmental priority and aims to balance these efforts with its business activities.

1

Pursuit of Advanced Environmental Technologies

Contribute to biodiversity conservation by developing and mass-producing industry-leading low-environmental-impact products.

2

Initiatives in Business Activities

Reduce environmental impacts through continuous improvements in production efficiency, and strive to mitigate impacts on biodiversity and promote its sustainable use.

3

Communication with Local Communities

Actively cooperate in environmental conservation and social contribution activities in partnership with local communities, and foster ongoing engagement with them.

G-TEKT’s Corporate Forest Program

As part of its biodiversity initiatives, G-TEKT launched its Corporate Forest Program in 2014. This program is a collaborative initiative in which municipalities provide activity sites, prefectural governments support the program, and participating companies and organizations work together under an agreement to restore and nurture forests.

Through tree-planting activities in Tokigawa Town, Saitama Prefecture, we have promoted initiatives toward a sustainable society, including forest restoration on Mt. Yumitate and environmental education in collaboration with local residents. Under the slogan, “Passing on a lush, green Earth to future generations,” G-TEKT continues to participate in this initiative.

Received the “Saitama Prefecture Distinguished Service Award for Greenery” at the 75th National Tree Planting Festival

The “Saitama Prefecture Distinguished Service Award for Greenery” is presented to individuals, organizations, and companies that have made outstanding contributions to environmental conservation in Saitama Prefecture, including through forest management and the promotion of greening initiatives.

We view this award as recognition of G-TEKT’s ongoing Corporate Forest Program. Going forward, as part of our corporate social responsibility, we will continue to value coexistence with local communities and work to conserve and enhance the natural environment.



Message from the Officer in Charge of Human Capital Management

We will drive global management by leveraging our people, who are the source of our corporate value.

Human Capital Initiatives

Guided by “Respect for Human Dignity,” a core principle of G-TEKT’s Credo, the Company aims to foster an organization where employees can grow autonomously and fully demonstrate their capabilities. To respond to a rapidly changing business environment, we continuously enhance our systems and corporate culture to enable the active participation of people with diverse skills and backgrounds.

We have introduced a performance- and competency-based evaluation system that does not rely on seniority, ensuring fair assessment regardless of age or length of service. This promotes the early advancement of high-performing employees and expands opportunities for those with specialized expertise, thereby enhancing organizational vitality and competitiveness. The evaluation system is not only used for promotion decisions but also functions as a development and feedback tool, encouraging manager-employee dialogue and supporting employees’ career development.

To support employees’ autonomous career development, we have established systems such as qualification support programs and a self-reporting system. By enabling employees to express their interests, aspirations, and future career visions, these systems help provide opportunities for them to play active roles, thereby enhancing motivation and engagement. We operate these systems flexibly by incorporating feedback from employees and the Human Resources Development Committee, thereby enhancing trust in and acceptance of the programs.

Moreover, we are committed to developing our management personnel through rank-specific training programs. In evaluating

managers, we place importance on their ability to develop people, encouraging leadership that supports the growth of subordinates rather than focusing solely on performance management. In our annual management training programs, we emphasize the acquisition of practical skills required in the workplace, including communication and listening skills, as well as goal setting and effective feedback.

G-TEKT regards human capital as a source of corporate value enhancement and, based on the belief that the growth of each individual employee leads to sustainable corporate growth, will continue to implement flexible and strategic human capital initiatives. Our human capital strategy goes beyond system design and forms the foundation of our corporate culture. We believe that creating an environment in which employees can work in their own way and fully demonstrate their strengths will ultimately contribute to the Company’s sustainable growth and value creation for society.

This fiscal year, we have newly positioned “human capital” as a driving force that underpins our four existing strengths—technical capabilities, development capabilities, financial strength, and global capabilities. In light of this updated policy, we recognize global human capital issues as a key management priority and, since 2024, have begun in-depth discussions at the Global Management Committee. By taking a comprehensive, global view of human capital strategies in each region, ensuring optimal allocation of talent across the Group, and aligning policies for human resource development, we aim to maximize the value of our human capital on a global basis.



Managing Officer

Takeshi Bamba

Human Capital Management

At G-TEKT, we position our employees as invaluable assets that are essential to our evolution into a Tier 0.5 company. Under our human capital development policy, we aim to provide all employees with opportunities for growth and to support voluntary skill development, while cultivating human capital capable of creating new value for the next era. Through these efforts, we seek to grow together with our employees.

As the automotive industry faces profound transformation, G-TEKT is taking on the challenge of survival and sustainable growth as a business.

We believe that it is each individual employee who carries this challenge forward, and that the Company cannot grow without the growth of its employees.

Vision

To achieve sustainable growth in an automotive industry undergoing a once-in-a-century transformation, it is essential to create new value through the combination of diverse perspectives and knowledge. With a history spanning more than 70 years, including its predecessors, the Company has grown by emphasizing productivity improvements through homogenous groups during periods of quantitative expansion. However, in today’s rapidly changing environment—where multiple and diverse needs must be anticipated—this approach alone is no longer sufficient.

Looking ahead, it is critical for the Company to become an organization in a state of “dynamic equilibrium,” one that preserves its core values while flexibly adapting to environmental changes and continuing to grow. To this end, we are focused on providing growth opportunities that enable each employee to proactively develop their capabilities, as well as on initiatives to enhance engagement by encouraging and supporting individual performance within each organization. In line with our corporate credo of “Respect Human Dignity,” “Technological Innovation,” and “Sound Corporate Management,” we will continue to value what must be preserved, while striving to create an environment in which employees can autonomously evolve and grow in response to management strategies and changing business conditions.

Indicators for Enhancing Human Capital Diversity

At G-TEKT, we aim to foster a corporate culture in which individuals from diverse backgrounds can thrive, thereby maximizing organizational capabilities. To ensure the steady and effective execution of our initiatives to enhance human capital diversity, we have established specific indicators and formulate and implement concrete measures every year.

Theme	Non-financial KPI	FY 2024 actual	FY2028 target
Increase the ratio of female hires	Ratio of Female Hires	9.40%	25%
Increase the proportion of women managers	Ratio of Women in Managerial Positions	1.4× FY2020 level	1.5× FY2020 level
Male Participation in Childcare	Male Parental Leave Take-up Rate	45%	30%
Systems Supporting Diverse Work Styles	Number of New Initiatives Implemented	24 (cumulative)	At least five (cumulative)

Human Capital Management

▶ Training and development initiatives

G-TEKT provides education and training aligned with the three themes of management development program, business execution skills enhancement, and support for autonomous and continuous learning. Through the educational opportunities provided by these three themes, we provide support for the personal growth of employees and the taking on of new challenges.

Management development program

In order to nurture the next generation of executive management, we are working on our management development program.

In FY2024, a total of 298 individuals participated in training.

In the Management Essential School aimed at the section leader level, participants learn about management strategy, organizational development, finance, marketing, and innovation with the objective of acquiring the knowledge and perspectives required for executive management, and enhancing management literacy.

As part of our efforts to nurture global human resources, we have also introduced a program to enhance the linguistic abilities of selected individuals.

Business execution skills enhancement

Mid-ranking employees are core members of workplace teams, and play an important role in linking management with younger staff.

Moreover, the development of younger employees is a crucial issue in terms of creating the future of G-TEKT itself.

In addition to on-the-job training, G-TEKT engages in ongoing training and educational initiatives for younger and mid-ranking employees to enable them to acquire leadership, problem-solving, and other business skills, and to enhance their technical abilities.

In FY2024, we introduced selective training tailored to position in the workplace and the duties of the individual, which attracted a total of 140 participants.

Support for autonomous and continuous learning

In order to enhance the employee's expertise in their current duties and broaden the possibilities for the employees themselves, we support skills development and upskilling through our qualification acquisition support system and our English ability improvement program.

In FY2024, a total of 527 employees made voluntary use of the qualification acquisition support system.

To promote DX, we are also expanding our lineup of IT and digital-related qualifications.

Reflecting the importance of the overseas business, the English ability improvement program has offered learning via an app and support for taking the TOEIC test continuously since 2017, and 53.5% of employees had recorded a TOEIC test score as of the end of FY2024.

▶ Systems to support the empowerment of individuals and initiatives to improve engagement

Systems to support empowerment

G-TEKT has operated a personnel system based on role and demonstrated ability since 2016, and even today we make revisions to ensure that mechanisms for work styles and benefits take into account the conditions faced by the organization and the market environment.

For example, we have introduced a spousal leave system that enables employees to take leave to accompany spouses who have been posted overseas, which is intended to allow continuous employment at the Company, and a "comeback" system that enables employees who have previously resigned to work again at G-TEKT.

In addition, with the goal of enhancing the motivation of employees posted abroad who are involved with the further expansion of the overseas business that accounted for 80% of the sales of the Company in FY2024, we have revised the wage system for employees posted overseas.

Measures to improve engagement

With the aim of making "Respect human dignity" a daily practice in the workplace and improving the engagement of employees, we provide ongoing "engagement diagnosis" results feedback training to individuals at section manager and general manager levels, based on organizational surveys.

Managers come face-to-face with individual employees on a daily basis.

However, it is difficult to quantify the strengths and weaknesses of the workplace.

To address this we hold training sessions, obtain quantitative confirmation of workplace circumstances through the results of organizational surveys, and use this as the basis of actions to improve the workplace culture.



Training in progress

Social Initiatives

▶ Human rights

Respect for human rights

G-TEKT believes that respect for human rights is an important element when conducting a variety of businesses worldwide. We have specified our policy on respect for human rights in the leaflet entitled “Our Code of Conduct” and the code is read aloud in unison at least once a year at all workplaces to make sure everyone is fully aware of the content. It outlines not only compliance with laws and regulations, but also respect for the customs, cultures, religions, and lifestyles of various countries, and explicitly states that all forms of harassment, such as sexual harassment and power harassment, are unacceptable.

The Company also supports the Universal Declaration of Human Rights proclaimed during the third session of the United Nations General Assembly on December 10, 1948 and all ILO international labor standards made up of the eight conventions specified by the International Labour Organization (ILO) including the Discrimination Convention, the Minimum Age Convention, and the Worst Forms of Child Labour Convention. In response to these, the Company has specified policies prohibiting forced labor and child labor, and guidelines prohibiting forced labor and child labor, and is endeavoring to maintain a healthy working environment.

Reference <https://www.g-tekt.jp/environment/social/humanrights.html>

Prohibition of forced labor and child labor

We respect the International Labour Organization (ILO)’s Declaration on Fundamental Principles and Rights at Work and comply with laws and regulations on forced labor and child labor. Furthermore, we do not allow forced labor or child labor of any kind.

Reference <https://www.g-tekt.jp/ir/governance/basic.html>

▶ Initiatives to improve quality

The Group voluntarily and actively conducts quality control (QC) circle activities (activities in small groups) aimed at learning QC methods for the continuous management and improvement of the quality of products, services, work, etc. Activities are conducted in an organized manner in pursuit of further enhancement of activities, with managers serving as supervisors in six regions including Japan, eight sites in North America, five sites in Asia, three sites in China, one site in Europe, and one site in South America.

▶ Supply chain management

Basic policy

- ① Compliance and green procurement
- ② Maintain a fair and healthy relationship with suppliers
- ③ Mutual prosperity based on mutual trust

Activity guidelines

- ① Formulate the CSR procurement policies and guidelines
- ② Investigate the current state of the supplier
- ③ Propose to the supplier and implement corrective/improvement measures
- ④ Conduct audits of the supplier

Promotion of sustainability throughout the entire supply chain

The Group engages in procurement activities in accordance with three basic policies and four activity guidelines.

We work to raise awareness of CSR procurement, and have included in our criteria for doing business the provision of information on the status of compliance with laws and regulations, and environmental friendliness, as well as initiatives related to human rights and the labor environment.

We ask our business partners to agree with our approach to making environmentally friendly products that comply with laws and regulations, and require them to complete a self-inspection questionnaire to assess their current situation.

We not only give them feedback on the results of the questionnaire, but also take actions aimed at identifying and resolving issues in the supply chain, which include proposals for improvement measures.

Going forward, we will continue engaging in initiatives to promote sustainability in the entire supply chain together with our business partners.

Measures against conflict minerals

While the Group does not use these minerals directly, we have been conducting investigations since 2013.

Based on the findings of these investigations, neither purchasing nor use of conflict minerals has been confirmed anywhere in the supply chain.

We will continue to conduct investigations into conflict minerals in the future, in order to promote responsible mineral procurement.

Reference <https://www.g-tekt.jp/environment/supply.html>

Social Initiatives

▶ Health and productivity management

Health declaration

The G-TEKT Group believes that the mental and physical health of each employee and their families are the most important asset for the realization of its vision to “Shape a better future for people, automobiles, and the environment through the fusion of passion and innovation.”

We declare that we will endeavor to create a company enabling each employee to actively work in affluence, comfort and good health, and contribute to the enhancement of corporate value and the realization of an affluent society through support for activities to maintain and promote the health of employees and their families and organized promotion of health.

September 1, 2022 President, Chief Executive Officer Naohiro Takao

Background

We have launched a new management strategy from 2021 with the vision to “Shape a better future for people, automobiles, and the planet through the fusion of passion and innovation.” Within the strategy, we are focusing on the promotion of health and productivity management under the theme of improvement of the diversity of human resources and are working on various measures to improve employee engagement.

External evaluation

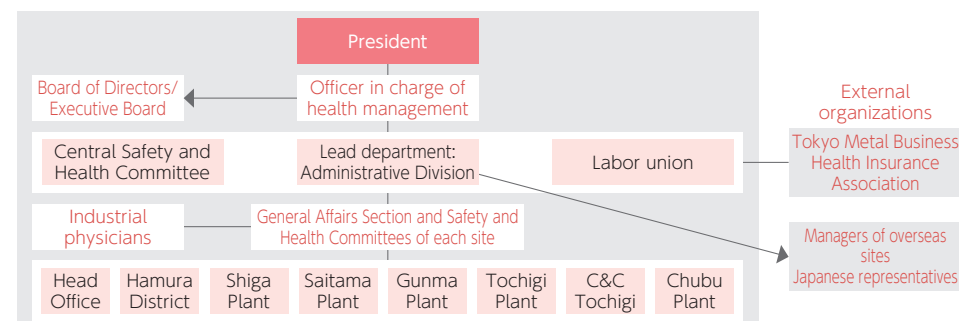


Priority issues

- (1) Improvement in employees' lifestyle habits: education on health awareness reform among employees/follow-up on reexaminations, etc.
- (2) Mental health: expanding mental health training/better follow-up of those with mental health issues
- (3) Raise awareness of smoking cessation among smokers: promote smoking cessation programs, support for smoking cessation

Implementation system

Under the leadership of the President, an officer in charge of health management has been appointed, and the Administrative Division, which is the lead department, promotes healthy management in collaboration with the Central Safety and Health Committee and the General Affairs Section and Safety and Health Committees of each site.



Future measures

Individual health investment activities	Specific measures
Regular distribution of in-house newsletters	Guidance on policies and distribution of health-related information
Healthcare Promotion Committee	Discussions with employees, unions, and industrial physicians regarding health management
Use of health screening data	Provision of health guidance to employees from medical specialists and public health nurses, based on the results of health checkup analysis
Measures to promote mental health issues	Training for individuals in self-care and for managers in the provision of support to subordinates, building of a support system in cooperation with specialists, formulation of improvement plans based on stress checks for each department
Support for those on leave	Structuring of back-to-work support programs involving experts
Encouragement to take paid leave, elimination of overtime	Target ratio of paid leave taken of 80%, encourage employees to plan to take five consecutive days of paid leave, improve productivity
Convey information to smokers	Provide support for cessation of smoking, convey information to enable people to avoid passive smoking

By implementing the above measures and accumulating internal data, we will develop a workplace environment in which employees are healthy and motivated to work.

Reference https://www.g-tekt.jp/environment/social/employee/health_management.html

04

Section 04

Foundation of Sustainable Value Creation

- 44 ▶ Board Members and Officers
- 49 ▶ Corporate Governance
- 56 ▶ Message from Outside Director

Governance

Governance

Board Members, Audit & Supervisory Board Members, and Executive Officers (as of June 30, 2025)

Board Members and Officers

<https://www.g-tekt.jp/company/management.html>

Criteria of Independence for Outside Directors

<https://www.g-tekt.jp/ir/governance/policy.html>



Independent Outside Audit & Supervisory Board Member
Yasunori Niizawa

Independent Outside Member of the Board
Rieko Inaba

Lead Independent Outside Member of the Board
Keiji Kasamatsu

Member of the Board, Senior Managing Officer of the Company
Hiroshi Seko

President, Chief Executive Officer
Naohiro Takao

Member of the Board, Managing Officer of the Company
Fumihiko Hirotaki

Member of the Board, Managing Officer of the Company
Akira Kakizaki

Independent Outside Audit & Supervisory Board Member
Yasuo Kitamura

Audit & Supervisory Board Member
Yoshiaki Kawakubo

Audit & Supervisory Board Member
Kesao Tamura

Board Members and Officers

Directors (as of September 1, 2025)

Naohiro Takao

President,
Chief Executive Officer

August 27, 1960



Reasons for selection

Mr. Naohiro Takao, since joining the Company, has gained extensive business experience and deep insight into group management through his involvement in manufacturing, sales, and overseas business, etc. Since being appointed President in April 2016, he has led business strategies for the entire group, including the establishment of the G-TEKT TOKYO LAB, which is a key base for technological developments in anticipation of the spread of EVs, as well as overseas expansion. In addition, as the top manager of the Company he has been a strong proponent of the business, with achievements that include responding promptly to the changing circumstances that were caused by the spread of the novel coronavirus in 2020. Based on the above, it was determined that he has the knowledge required for the management of the Company, is suitable for supervising the Company in general, and therefore he was again appointed President and Chief Executive Officer.

Brief personal history

April 1983	Joined Honda Motor Co., Ltd.
April 1986	Joined Takao Kinzoku Kogyo Co., Ltd.
March 1993	Member of the Board of Takao Kinzoku Kogyo Co., Ltd.
June 1994	Sales Operations Director of Takao Kinzoku Kogyo Co., Ltd.
June 1995	President of Takao (Thailand) Co., Ltd. (now G-TEKT (Thailand) Co., Ltd.)
September 1999	Sales Operations Director and Overseas Operations Director of Takao Kinzoku Kogyo Co., Ltd.
April 2006	Manufacturing Operations Director of Takao Kinzoku Kogyo Co., Ltd.
April 2016	President, Chief Executive Officer of the Company (incumbent)

Hiroshi Seko

Member of the Board,
Senior Managing Officer
of the Company

June 6, 1961



Reasons for selection

Mr. Hiroshi Seko, since joining the Company, has gained extensive business experience and deep insight into group management through his involvement in technology and overseas business, etc. Since being appointed as Board Member in 2020, he has played a leading role in improving technological development and profitability based on trends in state-of-the-art technology in the European automobile market. Based on the above, it was determined that he is suitable for leading the Company's sustainable growth as well as carrying out supervision as he has the experience and knowledge required for the management of business at the Company, in the technology field in particular, and therefore he was again appointed Board Member.

Brief personal history

March 1984	Joined Takao Kinzoku Kogyo Co., Ltd.
April 2008	Engineering Division General Manager of Takao Kinzoku Kogyo Co., Ltd.
April 2011	Stamping Engineering Division II General Manager, Engineering Operations of the Company
August 2011	Stationed at G-TEKT Europe Manufacturing Ltd.
April 2013	Chief Operating Officer for Regional Operations (Europe) Managing Director of G-TEKT Europe Manufacturing Ltd.
April 2019	Engineering Operations Director of the Company (incumbent)
June 2020	Member of the Board, Managing Officer of the Company
April 2023	Member of the Board, Senior Managing Officer of the Company (incumbent)

Fumihiko Hirotaki

Member of the Board,
Managing Officer of the
Company

November 23, 1964



Reasons for selection

Mr. Fumihiko Hirotaki, since joining the Company, has gained extensive business experience and deep insight into group management through his involvement in sales and overseas business, etc. Through his service as Sales Operations Deputy Director from 2015 and as Sales Operations Director since 2019, he has endeavored to maintain and expand relationships with existing trading partners as well as to achieve new orders from a plurality of trading partners both inside and outside Japan, and has contributed to a significant expansion in sales. Based on the above, it was determined that he is suitable for leading the Company's sustainable growth as well as carrying out supervision as he has the experience and knowledge required for the management of business at the Company, in the sales field in particular, and therefore he was again appointed Board Member.

Brief personal history

March 1987	Joined Takao Kinzoku Kogyo Co., Ltd.
February 2008	President of Takao Eastern Co., Ltd. (now G-TEKT Eastern Co., Ltd.)
April 2011	Sales Division I General Manager, Sales Operations of the Company
April 2015	Officer of the Company Sales Operations Deputy Director of the Company
April 2019	Sales Operations Director of the Company (incumbent)
April 2021	Managing Officer of the Company
June 2021	Member of the Board, Managing Officer of the Company (incumbent)

Board Members and Officers

▶ Directors (as of September 1, 2025)

Akira Kakizaki

Member of the Board,
Managing Officer of the
Company

April 9, 1965



Reasons for selection

Mr. Akira Kakizaki, since joining the company, has gained extensive business experience and deep knowledge in the areas of technology and development. As Engineering Operations Deputy Director from the time of his appointment as Executive Officer, he has worked on reforming the structure of Engineering Operations with the aim of recovering profitability in the stamping die engineering area in particular, and has led the transformation of engineering operations, including the development of digital tools and the shift to cloud computing. He was in charge of overseeing digital transformation in the company-wide DX project launched in 2021, with a focus on the quality and cost areas, and has made every effort to establish DX. Based on the above, it was determined that he is suitable for leading and supervising the company's transformation, and therefore he was again appointed Board Member.

Brief personal history

March 1990 Joined Kikuchi Koki Co., Ltd.
April 2013 Stamping Engineering Division I General Manager, Engineering Operations of the Company
April 2017 Officer of the Company
Engineering Planning Division General Manager, Engineering Operations of the Company
April 2023 Managing Officer of the Company
Quality Assurance Operations Director
DX Charge Officer
June 2023 Member of the Board, Managing Officer of the Company (incumbent)
April 2024 Chief Operating Officer for Regional Operations (North America) (incumbent)
Managing Director of Jefferson Industries Corporation (incumbent)

Keiji Kasamatsu

Lead Independent
Outside Member of the
Board

January 20, 1955



Reasons for selection

Mr. Keiji Kasamatsu has extensive and wide-ranging knowledge of business relationships and commercial practices within the automotive industry, based on his many years of experience at a general trading company engaged mainly in transactions involving steel plates for automobiles. He is also expected to provide a high level of insight into various management decisions based on his experience in overseas business and corporate management. He was appointed Outside Board Member in the expectation that he will provide advice on management decisions from a high-level perspective backed by his expertise, and contribute to the supervision of management in order for the Company to achieve sustainable growth in the ever-changing automobile industry.

Brief personal history

April 1977 Joined Mitsui & Co., Ltd.
April 2004 General Manager, Automotive Steel Division of Mitsui & Co., Ltd.
April 2008 Executive Managing Officer, General Manager of Second Unit of Mitsui & Co. Steel Ltd.
April 2009 Director and Chairman of Steel Technologies LLC (United States)
April 2011 Director of Mitsui & Co., Ltd.
April 2014 Representative Director and President of Mitsui & Co. Steel Ltd.
June 2016 President of Mitsui & Co. Group Pension Fund
June 2019 Outside Director of Chubu Steel Plate Co., Ltd.
June 2022 Independent Outside Member of the Board of the Company (incumbent)

Rieko Inaba

Independent Outside
Member of the Board

October 23, 1975



Reasons for selection

Although Ms. Rieko Inaba has not been directly involved in company management in the past other than as an outside officer, she has been engaged in research centered on information technology, language, and communication as a researcher at a higher education institution, and has engaged in a broad range of research activities, including the writing of academic papers and books. She has further been involved in educational activities including taking charge of training in her field and college lectures, and has gained advanced knowledge as a researcher and educator. Based on such a background, she was expected to give useful opinions and advice, etc., on management-related matters of the Company from an objective perspective, and to contribute to the monitoring of the Company in general, and was therefore appointed Outside Board Member.

Brief personal history

April 2003 Inter-University Research Institute Corporation (currently National Institute of Multimedia Education)
Assistant of Research and Development Department
September 2004 Visiting Research Fellow of Massachusetts Institute of Technology
March 2005 Visiting Research Fellow of Katholieke Universiteit Leuven
November 2009 Specific Instructor of Graduate School of Informatics, Kyoto University
April 2013 Specially Appointed Associate Professor, Department of Computer Science, Tsuda University
April 2018 Associate Professor of Department of Computer Science, Tsuda University
June 2019 Independent Outside Member of the Board of the Company (incumbent)
April 2022 Professor of Department of Computer Science, Tsuda University (incumbent)
September 2025 Professor of Institute for Liberal Arts, Institute of Science Tokyo (incumbent)

Board Members and Officers

▶ Audit & Supervisory Board Members (as of September 1, 2025)

Kesao Tamura



Audit &
Supervisory Board
Member

June 2, 1961

Reasons for selection

After joining the Company, Mr. Kesao Tamura gained experience in the finance department and manufacturing department, as well as through overseas assignments, etc., and was also involved in overseeing the Company's overseas business operations. He was appointed Audit & Supervisory Board Member because he is capable of auditing corporate management in general.

Brief personal history

April 1980 Joined Takao Kinzoku Kogyo Co., Ltd.
February 1993 Stationed at Jefferson Industries Corporation
October 2005 Vice President of Wuhan Auto Parts Alliance Co., Ltd.
April 2013 Overseas Business Division General Manager, Overseas Operations of the Company
June 2015 Audit & Supervisory Board Member (incumbent)

Yoshiaki Kawakubo



Audit &
Supervisory Board
Member

September 13, 1963

Reasons for selection

After joining the Company, Mr. Yoshiaki Kawakubo was engaged in departments related to overseas operations, and was appointed Audit & Supervisory Board Member due to his knowledge of management related to the oversight and support of the overseas business, and due to his track record in the supervision of audit operations.

Brief personal history

April 1986 Joined Cosmo Securities Co., Ltd.
November 1999 Joined KIKUCHI CO., LTD.
April 2001 Stationed at Jefferson Southern Corporation
July 2014 Stationed at Jefferson Industries Corporation
April 2015 Overseas Business Division General Manager, Overseas Operations of the Company
April 2017 Chief Auditor, Business Audit Office of the Company
April 2018 General Manager, Business Audit Office of the Company
June 2022 Audit & Supervisory Board Member (incumbent)

Yasunori Niizawa



Independent Outside
Audit & Supervisory
Board Member

December 6, 1954

Reasons for selection

Mr. Yasunori Niizawa has extensive business experience in national taxation and professional knowledge as a tax accountant, and was appointed Outside Audit & Supervisory Board Member because he is capable of auditing corporate management in general from an objective perspective.

Brief personal history

April 1973 Joined Kantoshinetsu Regional Taxation Bureau
July 2009 District Director of Takada Tax Office, Niigata Japan
July 2012 District Director of Ryugasaki Tax Office, Ibaraki Japan
July 2014 District Director of Kawaguchi Tax Office, Saitama Japan
August 2015 Opened Niizawa Tax Accountant Office
June 2019 Independent Outside Audit & Supervisory Board Member of the Company (incumbent)
April 2020 Outside Audit & Supervisory Board Member of Kanto Construction Co., Ltd. (incumbent)

Yasuo Kitamura



Independent Outside
Audit & Supervisory
Board Member

March 8, 1965

Reasons for selection

Mr. Yasuo Kitamura has extensive insights derived from his role as a lawyer and from serving as outside auditor and outside director at other companies, and was appointed Outside Audit & Supervisory Board Member because he is capable of auditing corporate management in general from an objective perspective.

Brief personal history

April 1988 Joined The Industrial Bank of Japan, Limited (currently Mizuho Bank, Ltd.)
April 1996 Registered as Attorney-at-law in Japan Ozawa & Akiyama Law Office
February 2001 Registered as Attorney-at-law in New York State, the United States
August 2001 Ozawa & Akiyama Law Office
October 2007 Partner, Kitamura & Hiraga Law Office (incumbent)
June 2012 Substitute Audit & Supervisory Board Member of the Company
March 2016 Outside Director and Audit & Supervisory Committee Member of Toagosei Co., Ltd.
December 2018 Outside Audit & Supervisory Board Member of AI MECHATEC, Ltd.
June 2019 Independent Outside Audit & Supervisory Board Member of the Company (incumbent)
December 2020 Outside Board Member of LITALICO Inc. (Audit & Supervisory Committee Member) (incumbent)

Skill matrix

	Board of Directors					Audit & Supervisory Board				
										
Name and affiliation	Naohiro Takao August 27, 1960	Hiroshi Seko June 6, 1961	Fumihiko Hirotaki November 23, 1964	Akira Kakizaki April 9, 1965	Keiji Kasamatsu January 20, 1955	Rieko Inaba October 23, 1975	Kesao Tamura June 2, 1961	Yoshiaki Kawakubo September 13, 1963	Yasunori Niizawa December 6, 1954	Yasuo Kitamura March 8, 1965
Gender	Male	Male	Male	Male	Male	Female	Male	Male	Male	Male
Title	President, Chief Executive Officer	Member of the Board, Senior Managing Officer	Member of the Board, Managing Officer	Member of the Board, Managing Officer	Chairperson of the Board	Member of the Board	Audit & Supervisory Board Member	Audit & Supervisory Board Member	Audit & Supervisory Board Member	Audit & Supervisory Board Member
	Nomination Advisory Committee Member				Chairperson, Nomination Advisory Committee Member	Nomination Advisory Committee Member				
	Remuneration Advisory Committee Member				Chairperson, Remuneration Advisory Committee Member	Remuneration Advisory Committee Member				
	Chairperson of the Board of Directors									
Length of service	32 years	5 years	4 years	2 years	3 years	6 years	10 years	3 years	6 years	6 years
Business administration	●	●	●	●	●		●			
Technology/R&D	●	●	●	●						
Sales	●	●	●		●					
Manufacturing/quality management	●	●	●	●			●			
Finance	●				●		●	●	●	
Legal affairs and risk management	●				●	●		●		●
Sustainability ESG	●	●	●	●	●	●	●	●	●	●

Tenure as Board member



The Skills Matrix shows the correspondence between the expertise and experience that we particularly expect from our Board Members and Audit & Supervisory Board Members, and the expertise and experience that they each possess. In addition to "Business administration," which handles proposals and advancement of supervision and strategy for the corporate organization, "Legal affairs and risk management" and "Finance," which are key to sound organizational operations, and "Technology/R&D," "Sales and marketing," and "Manufacturing/Quality Management," which are central to our business activities, we also consider "Sustainability and ESG," which is essential for sustainable growth, as necessary expertise and experience.

Corporate Governance

Basic approach

G-TEKT recognizes that we have a responsibility to contribute to the resolution of environmental and social issues that we face through our business activities so that society can develop sustainably, and in order to fulfill this responsibility, it is necessary for us to improve our business performance and achieve sustainable growth over the medium to long term.

To achieve this we have drawn up the G-TEKT Basic Corporate Governance Policy, which incorporates our basic approach and framework for corporate governance, and have established an appropriate system of corporate governance that enables us to provide information and engage in dialogue with our stakeholders, including shareholders, customers, employees, and local communities, to increase our transparency as a company, and to conduct ongoing business activities under an effective and sound organizational structure that ensures the rights of our shareholders.

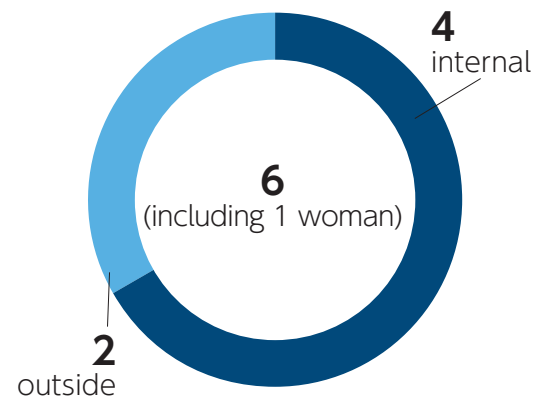
[Basic Corporate Governance Policy](#)

https://www.g-tekt.jp/company/pdf/governance_guideline.pdf

Outline of corporate governance system

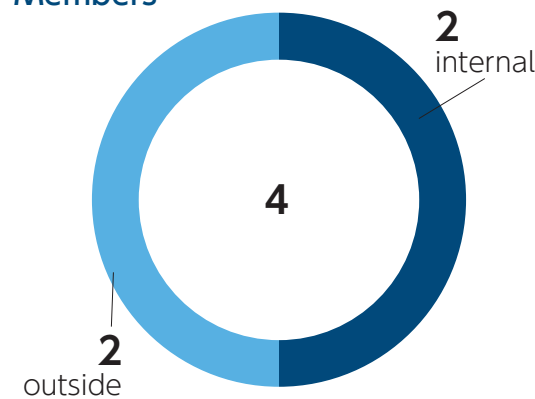
Organizational structure: Company with a board of auditors (as of June 30, 2025)

Board Members



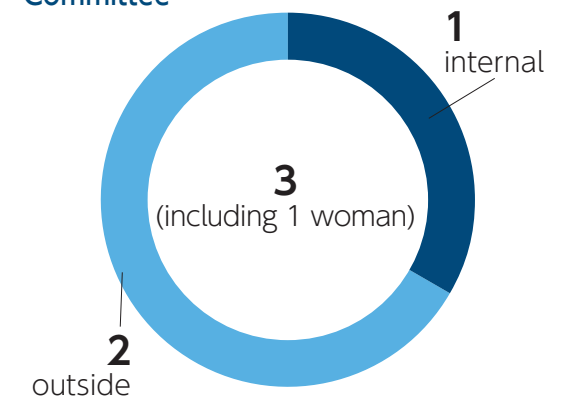
Chairperson:	President, Chief Executive Officer Naohiro Takao
Term:	1 year

Audit & Supervisory Board Members



Chairperson:	Audit & Supervisory Board Member Kesao Tamura
Term:	4 year

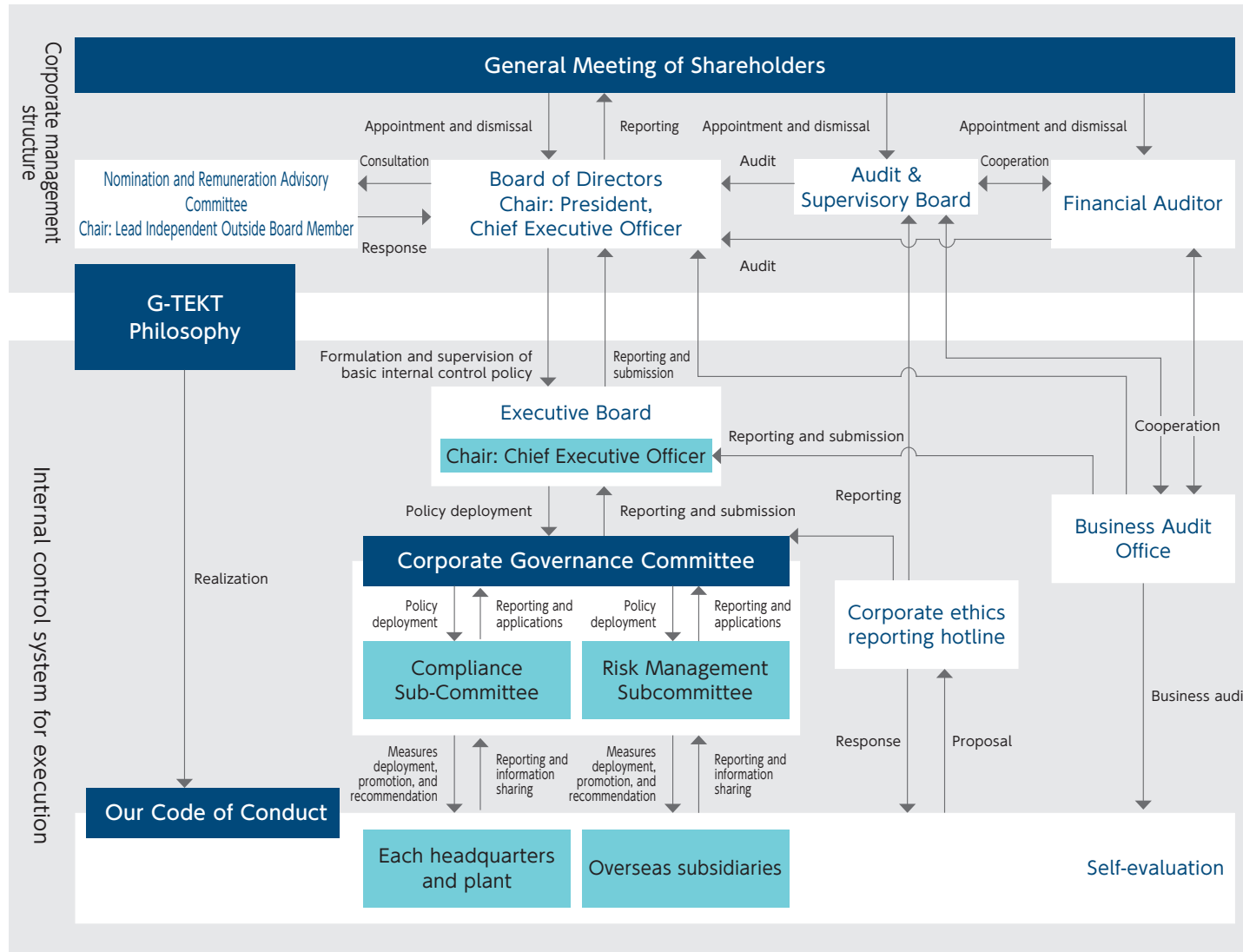
Nomination and Remuneration Advisory Committee



Committee Chairperson:	Independent Outside Board Member Keiji Kasamatsu
Term:	1 year

Corporate Governance

▶ Corporate governance system outline drawing



Reasons for adopting the current corporate governance system

The Company has adopted the structure of a company with a board of auditors. The Board of Directors (including Outside Members of the Board) makes appropriate decisions by sharing information and exchanging opinions about the business of the Company and the industry, and by supervising business execution. In addition, Audit & Supervisory Board Members who are deeply familiar with the business of the Company, together with Outside Audit & Supervisory Board Members with a high level of expertise, are responsible for performing the audit function from a neutral standpoint and independently of the Board of Directors in order to maintain and enhance the transparency of management. This system has been adopted because it enables a highly effective approach to governance.

Corporate Governance

Major meeting bodies

	Number of times held in FY2025	Total number of members	Internal Board Members	Outside Board Members	Chair
Board of Directors	13 times	6 (Male: 5 / Female: 1)	4 (Male: 4)	2 (Male: 1 / Female: 1)	President, Chief Executive Officer
Summary	The Board of Directors meets on a regular basis or on an extraordinary basis as necessary, and under the direction of the President, Chief Executive Officer, makes resolutions on matters stipulated in laws and regulations, the Articles of Incorporation, and the Board of Directors Regulations, and makes important management decisions. In addition, the Board of Directors receives reports from each Board Member and executive officer on business matters and fulfills its monitoring and supervisory functions.				
	Number of times held in FY2025	Total number of members	Internal Board Members	Outside Board Members	Chair
Nomination Advisory Committee	1 times	3 (Male: 2 / Female: 1)	1 (Male: 1)	2 (Male: 1 / Female: 1)	Lead Independent Outside Member of the Board
Summary	An advisory committee to the Board of Directors has been established, and the Board of Directors consults with it on important agenda items, such as the nomination of candidates for Members of the Board and Audit & Supervisory Board Members, as appropriate.				
	Number of times held in FY2025	Total number of members	Internal Board Members	Outside Board Members	Chair
Remuneration Advisory Committee	2 times	3 (Male: 2 / Female: 1)	1 (Male: 1)	2 (Male: 1 / Female: 1)	Lead Independent Outside Member of the Board
Summary	An advisory committee to the Board of Directors has been established, and the Board of Directors consults with it on important agenda items, such as remuneration for Members of the Board and Audit & Supervisory Board Members, as appropriate.				
	Number of times held in FY2025	Total number of members	Internal Audit & Supervisory Board Members	Outside Audit & Supervisory Board Members	Chair
Audit & Supervisory Board	13 times	4 (Male: 4)	2 (Male: 2)	2 (Male: 2)	Audit & Supervisory Board Member
Summary	The Audit & Supervisory Board meets at least once a month in principle. Each Audit & Supervisory Board Member attends meetings of the Board of Directors, investigates the status of business and assets in cooperation with the Financial Auditor, and audits the execution of duties by the Board Members in accordance with the audit policy, division of duties, and other matters determined by the Audit & Supervisory Board.				
	Number of times held in FY2025				
Executive Board	24 times	Summary The Executive Board is an organization that deliberates in advance on matters to be discussed at meetings of the Board of Directors and resolves management matters authorized by the Board of Directors. In addition to the regular meetings of the Executive Board, the Global Executive Board has been established to intensively discuss business plans.			
	Number of times held in the fiscal year ended March 31, 2025				
Global Executive Board	2 times	Summary Separately from the regular Executive Board, this is a body that focuses on deliberating business plans.			

* The structure of Board Members and Audit & Supervisory Board Members is as of March 30, 2025.

Main agenda of the Board of Directors meeting for the fiscal year ended March 31, 2025

General management

- Report on major agenda items at the Executive Board
- Approval of financial results for the fiscal year ended March 31, 2024
- Business plan for the next fiscal year
- Implementation of long-term borrowing
- Restructuring of domestic organization
- Review of cross-shareholdings
- Construction to expand factories in Japan and overseas

General Meeting of Shareholders related

- Convocation of General Meetings of Shareholders and determination of agenda items
- Approval of business reports, financial statements, etc.
- Looking back at 13th Ordinary General Meeting of Shareholders

Shareholders

- Implementation of interim dividend
- Report on the results of shareholder questionnaires

Board Members and Audit & Supervisory Board Members and organization related

- Selection of Chief Executive Officer
- Remuneration and bonuses for Board Members and Audit & Supervisory Board Members
- Election of Executive Officers and site managers
- Updating of directors and officers liability insurance (D&O insurance)
- Resolving of matters to be disclosed
- Changes in shareholder return policy

Other

- Conducting and reporting on evaluation of the effectiveness of the Board of Directors
- Reporting on business audit activities
- Amendments to regulations

Corporate Governance

▶ Evaluation of the effectiveness of the Board of Directors

With regard to the effectiveness of the Board of Directors, we conduct an annual self-evaluation questionnaire (anonymous) for the Members of the Board of Directors and Audit & Supervisory Board Members, and the results are shared and deliberated by the Board of Directors.

We have conducted the questionnaire for the past nine years in an effort to identify issues and monitor improvements.

In the fiscal year ended March 31, 2023, another evaluation was implemented in a form following that of the previous term, as a result of which it was confirmed that the Board of Directors continues to be highly effective in establishing a system for dialogue with shareholders, providing appropriate non-financial information, and appropriately supervising human resource strategies.

We extended the activities of the Board of Directors and implemented reporting meetings for company business and also meetings for Outside Board Members and Outside Audit & Supervisory Board Members, as well as other measures based on the evaluation results of the previous fiscal year. This led to visible improvements in such evaluation items as training of Officers and information sharing among Outside Board Members and Outside Audit & Supervisory Board Members.

On the other hand, it was noted that there remained issues with the formulation of a policy on allocation of management resources that takes into account the cost of capital, appropriate supervision of the approach to human capital strategy, and other matters.

In the fiscal year ended March 31, 2024, it was confirmed that the Board of Directors was highly effective in such areas as the creation of appropriate agenda items, assessment-based nomination of management team members, incentive remuneration systems, feedback on shareholder opinions, and the provision of suitable non-financial information.

Extending the activities of the Board of Directors based on the evaluation results of the previous fiscal year led to visible improvement in such areas as enhancing corporate value by addressing sustainability issues, and using the promotion of DX to achieve sustainable increases in corporate value.

On the other hand, it was noted that improvements were desired on such issues as information sharing among Outside Board Members and Outside Audit & Supervisory Board Members, and appropriate supervision of the approach to human capital strategy.

In the fiscal year ended March 31, 2025, it was confirmed that the Board of Directors was highly effective in such areas as the responsibilities of Independent Outside Directors, appropriate composition of the Board of Directors, the roles and responsibilities of the Audit & Supervisory Board, incentive remuneration systems, and the provision of suitable non-financial information.

Extending the activities of the Board of Directors based on the evaluation results of the previous fiscal year led to visible improvements in such areas as appropriate supervision of the approach to human capital strategy, and evaluation of whether or not to continue holding cross-shareholdings.

On the other hand, there were found to be inadequacies in information sharing among Outside Board Members and Outside Audit & Supervisory Board Members, and the effectiveness of the whistleblowing system was deemed insufficient, showing that issues with the effectiveness of the operations of the Board of Directors remain.

To address these issues, we plan to implement corporate governance measures to strengthen the operational functions of the Board of Directors, among others.

Going forward, we will continue to consider further improvement measures to improve the effectiveness of the Board of Directors.

▶ Compliance with the Corporate Governance Code

Recently, the diversity of the Board of Directors and increasing the percentage of Independent Outside Board Members have become critical concerns for institutional investors. As ongoing initiatives in response to the requirements of the Corporate Governance Code on this issue, the Company made the ratio of Independent Outside Board Members on the Board of Directors at least one-third in the fiscal year ended March 31, 2019, developed and published a skill matrix with identifying the skills required of the Board of Directors from the fiscal year ended March 31, 2022, and held a General Meeting of Shareholders on June 2022 that appointed a new Independent Outside Board Member with management experience.

In addition to improving the functions of the Board of Directors as described above, the June 2021 Corporate Governance Code has been revised to include items such as ensuring diversity in core human resources and addressing issues surrounding sustainability. Based on this, in addition to establishing policies and targets for the diversity of our human resources, including managers, and drawing up and publicizing our Basic Sustainability Policy, we launched initiatives to enhance the quality and quantity of climate change disclosures based on TCFD recommendations. After the Company successfully made the transition to the Prime Market of the Tokyo Stock Exchange in April 2022 as a result of these initiatives, in March 2023 the Tokyo Stock Exchange requested that listed companies implement approaches to management that take into account the cost of capital*. In response to this G-TEKT accelerated internal discussions on the subject, which included setting management indicators and targets for improving return on capital in June 2023, and has continued to promote measures in line with the spirit of the Corporate Governance Code, such as introducing indicators and setting targets intended to improve the market's evaluation of its efforts.

Corporate Governance Report

https://www.g-tekt.jp/company/pdf/governance_report.pdf

* In January 2024 the Tokyo Stock Exchange published a list of companies that were implementing and disclosing approaches to management that is conscious of the cost of capital in accordance with the above-mentioned request, and G-TEKT was included on this list.

<https://www.jpx.co.jp/equities/follow-up/02.html>

Corporate Governance

Policy for determining the amount of remuneration for Board Members and Audit & Supervisory Board Members or calculation methods thereof

The decision-making policy regarding the details of individual remuneration, etc. for Board Members is resolved by the Board of Directors after deliberation by the voluntary Remuneration Advisory Committee, chaired by an Independent Outside Board Member.

(1) Basic approach

The Company's remuneration system for officers is designed to motivate officers to contribute to the improvement of the Company's performance in the short- and medium-term in order to enable sustainable growth and increase in corporate value. Based on this, the Company's remuneration system for officers consists of three types of remuneration: basic remuneration as a fixed amount and monthly salary, bonuses linked to short-term performance, and share-based remuneration linked to stock price and performance.

Remuneration for Outside Board Members and Outside Audit & Supervisory Board Members consists only of basic remuneration from the perspective of their roles and independence.

(2) Procedures for determining remuneration, etc.

Basic remuneration, bonuses, and share-based remuneration, including the details of remuneration, etc. for each individual, are deliberated by the voluntary Remuneration Advisory Committee chaired by the Lead Independent Outside Board Member. Based on the results of the deliberations of the voluntary Remuneration Advisory Committee, the final decision is made by a resolution of the Board of Directors at the discretion of the President.

The process is set forth in the Regulations of the Board of Directors and the Regulations of the voluntary Remuneration Advisory Committee. In determining the details of individual Board Member remuneration, etc., the voluntary Remuneration Advisory Committee, chaired by an Independent Outside Board Member, examines the draft in light of the decision policy, and the Board of Directors believes that the content of the draft is in line with the decision policy.

Composition of remuneration

Type of remuneration	Payment standard	Composition of remuneration (approximate)	Classification
Basic remuneration	For the Chief Executive Officer and below, remuneration is set as a fixed monthly salary based on the position, taking into account the responsibilities, length of service, the level of other companies, and the level of employee salaries.	70%	Monetary remuneration
Performance-based remuneration (Bonuses)	(1) The total amount to be paid will be determined by setting a performance coefficient based on operating profit for the current fiscal year and taking into consideration various factors such as the operating margin, the year-on-year growth rate of operating profit, ROE, and the contribution of ESG (climate change, social contribution activities, and governance). (2) The amount of individual remuneration is calculated by multiplying the base amount according to the position by a coefficient corresponding to the level of contribution.	10%	Monetary remuneration
Share-based remuneration*	(1) Points are granted to Board Members and Executive Officers, excluding Outside Board Members, for each fiscal year according to their position, performance, etc., and shares corresponding to the total number of points are delivered upon retirement of each officer. (2) Consists of a non-performance-linked portion and a performance-linked portion that uses operating profit as a performance indicator, and the amount of performance-linked remuneration is determined by multiplying the standard amount for each position by a coefficient based on the performance of operating profit.	20%	Non-monetary remuneration

* The target for operating profit, which is the indicator for performance-linked share-based remuneration in FY2024, was ¥14.2 billion, and the actual result was ¥16.380 billion. For performance-linked share-based remuneration, points equivalent to ¥15 million have been granted.

Total remuneration for Board Members and Audit & Supervisory Board Members

Categories of officers	Total amount of remuneration, etc. (Millions of yen)	Amount of remuneration, etc. by type (Millions of yen)			Number of recipient officers (people)
		Basic remuneration	Bonuses	Share-based remuneration	
Board Members (excluding Outside Board Members)	242	158	39	44	4
Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)	30	30	—	—	2
Outside Board Members and Outside Audit & Supervisory Board Members	20	20	—	—	4

Corporate Governance

▶ Anti-corruption initiatives

In December 2017, we established an anti-bribery policy in response to the anti-bribery laws and regulations of various countries, including Japan, the United Kingdom, and the United States, with the aim of maintaining healthy and transparent relationships with public officials, customers, and business partners. To ensure that bribery is not only prohibited but also effectively prevented, this policy stipulates that G-TEKT will promote the development of organizational structures and internal regulations, educate employees, request cooperation from business partners, and properly conduct accounting records and audits. Based on this policy, we are working daily to prevent corruption by establishing a management system at the global level, using a manual that describes the policy, and reporting the use of expenses before and after the expenses are used.

Reference

<https://www.g-tekt.jp/ir/governance/basic.html>

▶ Promotion of fair business practices

We recognize that a healthy competitive environment among companies is important for the development of society. With the aim of complying with the competition laws of each country and region (including related legislation), G-TEKT established a Competition Law Compliance Policy in December 2017, declaring that it will not tolerate any conduct that violates competition laws. This policy specifically stipulates the procedures to be followed by officers and employees of the G-TEKT Group when participating in meetings with other companies in the same industry, as well as prohibited activities at such meetings, so that compliance with competition laws can be more effectively maintained. We ask our suppliers to comply with these rules in accordance with our CSR guidelines.

Reference

<https://www.g-tekt.jp/ir/governance/basic.html>

▶ Tax Policy

G-TEKT CORPORATION (the "Company") establishes its tax policy and complies with it to fulfill responsibility for appropriate tax payments throughout its group.

1. General Principle	The Company contributes to financials of each country by appropriate tax payment in accordance with local laws and regulations in each country.
2. Transfer Pricing	The Company applies OECD transfer pricing guideline and the Base Erosion and Profit Shifting (BEPS) as overarching guiding principles for international transactions. It does not apply tax incentives that deviates from the intent of laws and regulations.
3. Governance	The Company is committed to resolve tax issues in a timely manner in cooperation with our overseas subsidiaries when it identifies them. Further, when it specifies highly important issues, it reports them to The Board of Directors of the Company. It reports them to Audit and Supervisory Board as well.
4. Promoting Tax Compliance Mindset and Knowledge	The Company is committed to educating its employees on tax compliance through its training programs.
5. Relationship with Tax Authorities	The Company makes efforts to have a productive relationship with each tax authority and sincerely responds to a request from tax authorities for providing information and takes measures to prevent recurrence to matters that tax authorities pointed out. Further, if disagreement arises, the company makes efforts to resolve it with constructive dialogue.
6. Scope of Application	This policy applies to The Company's all officers and employees. The Company also requests all business partners involved in its business activities to understand and cooperate with this policy.
7. Positioning	This policy supplements The Company's Philosophy and Code of Conduct.

Reference

<https://www.g-tekt.jp/ir/governance/basic.html>

Corporate Governance

▶ Dialogue with shareholders and investors

We have established a Policy concerning Dialogue with Shareholders and strive to disclose information in an accurate, timely, fair, and proactive manner, and promote constructive dialogue through the General Meetings of Shareholders, financial results briefings, factory tours, and individual interviews.

The results of the shareholder questionnaire survey conducted twice a year are all reported to the Board of Directors, and discussions are deepened to reflect the honest opinions of shareholders in management.

Main IR activities in FY2024

Activity	Number of activities	Details
Financial results briefings for analysts and institutional investors	4	Financial results briefings attended by the President twice a year (second quarter and fiscal year end), and online briefings by the officer in charge of finance and IR at the end of the first and third quarters
Individual dialogue with analysts and institutional investors	34	The IR department plays a central role in setting up opportunities for individual dialogue between analysts and institutional investors and the General Manager of Finance Division
Factory tour for shareholders	2	Twice a year (spring and fall), tours of factories and research facilities in Japan are conducted.

▶ Enhanced compliance

As a company keenly aware of compliance, we ensure complying with all applicable laws and company regulations, as well as always acting in good faith as a model of a good corporate citizen. We view compliance as a way to fulfill the expectations of stakeholders, and have created the G-TEKT Code of Conduct to set out the principles that every employee must abide by in order to achieve the highest ethical standards, and ensure that employees are fully aware of them. To ensure that compliance penetrates the awareness of and is accepted by employees, we implement training that, in recent years, has covered such topics as insider trading, information security, and prevention of harassment. Going forward we will continue to make ongoing improvements to prevent scandals and to address them quickly, to ensure thorough compliance and even greater acceptance.

▶ Exclusion of antisocial forces

The Company takes a resolute attitude to organizations of antisocial forces that may disrupt the order of civic society or threaten the peace, and will not respond in any way to improper demands. In the event of an improper demand from antisocial forces, we will not only clearly express our rejection of the demand to the antisocial forces but also promptly notify the relevant police authorities. In addition, we participate in liaison conferences held by the police and specialist external agencies, centrally gather and manage information on antisocial forces, and work to maintain links with such specialist agencies.

▶ Criteria of Independence for Outside Directors

The Company has established criteria for the independence of Outside Members of the Board, and in the event that Outside Members of the Board satisfy the following criteria, they are deemed to be fully independent of the Company.

1. The individual has never worked at the Group
2. The individual has never worked at an organization that is a major shareholder of the Company
3. The individual has never worked at a major trading partner (Note 1) of the Company.
4. The individual has never worked at a major lender (Note 2) of the Company
5. The individual has never worked at the lead managing underwriter of the Company
6. The individual has never worked at the audit firm of the Company
7. There is currently no major trading relationship (Note 3) between the Company and the individual, such as in the form of a consulting or advisory agreement, and there has been no such relationship in the past five years
8. The individual has never worked at an organization in which the Company has made the decision to invest for cross-shareholding purposes
9. No relatives (Note 4) of the individual work for the Company
10. The tenure of the individual as Outside Members of the Board or Outside Audit & Supervisory Board Member at the Company is less than ten years in total

Note 1: "Major trading partner" refers to a party for which the sales, etc., through the transactions with said trading partner account for a considerable portion of the sales, etc., of the Company, or to a party that provides a considerable amount of business property, such as important equipment and materials that are indispensable to the business activities of the Company.

Note 2: "Major lender" refers to our so-called main banks and quasi-main banks.

Note 3: "Major trading relationship" refers to cases where the payments received from the Company exceed ¥10 million per year.

Note 4: "Relative" refers to the spouse of the individual or to a relative within the fourth degree of kinship.

Message from Outside Director

Board Members will work together as one for improved corporate value and sustainable development.

Looking back on the past year

Looking back at FY2024, with labor, material, and other causes soaring against the background of monetary tightening around the globe, Chinese automobile manufacturers continued to compete aggressively in electric vehicles, significantly raising their presence not only in the Chinese market but also in Asian markets.

In the second half, the new administration in the U.S. engaged in tariff negotiations that led to a lack of certainty about automobile sales in that market.

With a variety of electrification auctions being reconsidered, and not only BEVs, with the result that the hybrid vehicles that are the specialty of Japan and the BEVs in which China has an advantage are increasing their lead.

During this period of transformation, the Board of Directors approved expansions at the U.K., Gunma, and North America plants respectively to provide support for bold management.

In addition, we also began operation of the Chubu Plant and the Nansha Plant, where production, inspection, and logistics has been automated, and going forward we expect to realize the "smart factory" concept and roll it out globally.

The Board of Directors visited the Chubu Plant directly after the beginning of production and experienced the innovation for themselves. Moreover, while making use of existing production facilities, we are implementing initiatives for the development of large-scale integrated components in collaboration with steel and aluminum diecast manufacturers, and we continue to resolutely clear the targets set on the basis of these development and technological capabilities.

This fiscal year we updated the shareholder return policy and set targets not only for DOE but also the payout ratio, thus increasingly meeting the expectations of shareholders.

In terms of promoting sustainability, as well as taking steps at the newly completed factories to conserve the environment, including reductions in CO₂ emissions, we formulated the G-TEKT Human Rights Policy in FY2024, and worked proactively on initiatives that involved subsidiaries and affiliated companies.

Future expectations

Despite electrification having come to a standstill in markets other than China, we continue to work actively on the commercialization of the motor core business and the battery housing and cell case business that we have been promoting as a response to electrification, and expect to sell these products globally.

In addition, we have a crowd of measures to strengthen the business going forward jostling for our attention, including the previously mentioned realization of smart factories, and the expansion of the large-module strategy.

In order to be certain of achieving these, the Board of Directors also intends to be unstinting in its efforts.

Future challenges

As symbolized by the smart factories, nurturing and attracting DX-literate human resources will be an extremely important HR strategy for the development of business as we go forward into the digital society.

Not only have we revised the existing overseas study program but we are also providing reskilling and educational opportunities to all employees, which include the nurturing of female leaders, given that enhancing the abilities of employees will be essential in achieving a surge in growth for the Company going forward.

With the Tokyo Stock Exchange requesting improvements in PBR, the Company will need to raise the share price further, so in addition to upgrading the shareholder return policy in FY2024, we believe it will be necessary to intensify our IR activities in order to have corporate value and performance reflected properly in the share price.

Outside these, there are a variety of issues to address, including governance of subsidiaries and affiliated companies, but the Board of Directors will work together as one to resolve these challenges going forward, and contribute to increases in corporate value and sustainable development.

I invite stakeholders to expect growth for the Company in the future, and humbly request their further understanding and support.



Lead Independent Outside
Member of the Board

Keiji Kasamatsu

05

Section **05**

Data Section

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Data

Consolidated Financial Summary

Financial indicators (Japan GAAP)

		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Operating results												
Net sales	(Millions of yen)	193,769	220,731	206,072	219,849	255,637	228,253	209,420	236,503	314,312	344,601	339,233
Overseas net sales ratio	(%)	73.4	77.3	76.1	78.2	78.1	78.4	77.6	81.3	85.8	84.8	82.1
Operating profit	(Millions of yen)	9,643	12,826	14,402	14,272	16,813	8,677	8,050	10,931	12,836	16,242	16,380
Ordinary profit	(Millions of yen)	8,983	11,382	14,430	14,606	17,423	8,744	8,653	12,532	14,284	18,896	17,529
Profit attributable to owners of parent	(Millions of yen)	4,652	7,559	9,706	11,532	10,470	5,633	6,532	8,878	10,270	13,240	12,440
Depreciation	(Millions of yen)	17,343	22,855	21,289	19,739	21,263	19,649	19,721	15,173	17,414	19,292	34,372
Capital expenditures	(Millions of yen)	43,671	20,181	22,394	21,918	22,384	30,117	21,557	14,224	24,537	12,096	19,456
Research and development expenses	(Millions of yen)	2,566	2,161	2,242	2,031	2,373	2,418	2,444	2,445	2,608	3,072	3,130
Financial position												
Total assets	(Millions of yen)	227,690	215,285	208,584	224,855	225,296	232,188	237,955	282,540	288,698	304,129	321,386
Net assets	(Millions of yen)	116,044	114,775	119,340	130,502	133,480	131,598	145,052	163,924	176,695	205,393	212,357
Net interest-bearing debt	(Millions of yen)	55,241	45,684	28,232	28,940	21,153	21,723	17,216	22,995	6,933	△4,695	6,421
Cash flows												
Cash flows from operating activities	(Millions of yen)	16,562	31,771	32,174	24,448	33,543	22,933	25,120	14,064	37,270	37,461	22,540
Cash flows from investing activities	(Millions of yen)	△36,792	△21,420	△14,601	△26,809	△25,620	△25,004	△15,527	△18,860	△16,022	△30,892	△30,045
Cash flows from financing activities	(Millions of yen)	13,419	△7,944	△14,809	1,502	△6,975	13,532	△17,343	12,546	△17,582	△16,379	5,774
Free cash flow	(Millions of yen)	△20,230	10,351	17,573	△2,361	7,923	△2,071	9,593	△4,796	21,248	6,568	△7,505
Cash and cash equivalents	(Millions of yen)	11,221	14,604	18,189	17,657	18,141	31,841	25,970	35,968	40,248	32,846	31,201
Per share information												
EPS (earnings per share)	(Yen)	106.01	172.93	222.46	264.28	243.11	131.35	152.15	206.68	238.87	307.52	289.39
BPS (book-value per share)	(Yen)	2,385.72	2,371.99	2,461.76	2,708.64	2,838.35	2,803.15	3,117.66	3,543.98	3,829.15	4,449.21	4,626.10
Cash dividends per share	(Yen)	24.00	32.00	36.00	39.00	46.00	48.00	50.00	56.00	58.00	67.00	87.00
Payout ratio	(%)	22.6	18.5	16.2	14.8	18.9	36.5	32.9	27.1	24.3	21.8	30.1
Management indicators												
Operating profit margin	(%)	5.0	5.8	7.0	6.5	6.6	3.8	3.8	4.6	4.1	4.7	4.8
Ordinary profit ratio	(%)	4.6	5.2	7.0	6.6	6.8	3.8	4.1	5.3	4.5	5.5	5.2
Net profit ratio	(%)	2.4	3.4	4.7	5.2	4.1	2.5	3.1	3.8	3.3	3.8	3.7
Equity ratio	(%)	46.0	48.1	51.5	52.6	53.9	51.8	56.2	53.9	57.1	63.0	61.6
ROE	(%)	4.8	7.3	9.2	10.2	8.7	4.7	5.1	6.2	6.5	7.4	6.4
ROA*1	(%)	2.0	3.5	4.7	5.1	4.6	2.4	2.7	3.1	3.6	4.4	4.1
ROIC	(%)	3.9	5.5	6.5	5.9	7.1	3.4	3.1	3.5	4.2	4.9	4.6

*1 Net income divided by total assets.

Non-financial Summary

Environmental data

Energy consumed

	FY2021	FY2022	FY2023	FY2024
Total usage	962,080	960,427	1,014,109	943,909
Japan	155,857	158,838	175,167	181,684
North America	391,617	406,329	438,288	398,226
Europe	52,391	49,882	60,800	56,288
Asia	116,235	118,255	121,326	113,368
China	214,408	197,587	189,987	164,486
South America	31,572	29,536	28,541	29,858

(GJ)

Water resource usage (water withdrawal)

	FY2021	FY2022	FY2023	FY2024
Total usage	439	432	382	366
Third-party water				
Japan	59	56	60	58
North America	65	62	49	41
Europe	31	40	10	10
Asia	87	83	82	92
China	181	174	163	146
Subtotal	424	415	363	347
Groundwater				
Asia	6	7	9	9
South America	9	10	10	10
Subtotal	15	18	18	19

(1,000m³)

Amount of waste generated

	FY2021	FY2022	FY2023	FY2024
Total amount generated	3,262	3,320	3,315	3,676
Japan	791	677	682	674
North America	622	531	639	690
Europe	1,018	1,065	1,165	1,241
Asia	353	385	438	374
China	336	576	303	499
South America	142	87	87	198

(t)

Greenhouse gas emissions

	FY2021	FY2022	FY2023	FY2024
Scope1+2 total	97,358	92,033	89,418	78,239
Scope1 (Direct emissions)				
Japan	880	755	874	743
North America	5,668	6,278	6,222	5,345
Europe	692	482	476	475
Asia	554	479	511	353
China	494	347	289	251
South America	178	173	170	56
Subtotal	8,466	8,514	8,542	7,223
Retired carbon credits (portion applied to Scope 1)				
North America	261	801	612	858
South America		40	170	56
Subtotal	261	841	782	914
Total	8,205	7,673	7,760	6,309
Scope 2 (market-based)				
Japan	10,739	4,859	81	531
North America	28,738	33,851	36,709	33,334
Europe	1,185	237	351	419
Asia	14,992	15,408	15,688	13,724
China	32,757	30,005	28,829	23,763
South America	742	0	0	159
Subtotal	89,153	84,360	81,658	71,930
Scope3	1,956,980	2,035,739	2,139,146	1,922,530
Cat.1: Purchased Goods and Services	1,876,372	1,953,878	2,036,158	1,787,638
Cat.2: Capital Goods	56,531	55,717	75,270	114,644
Cat.3: Fuel- and Energy-Related Activities	15,457	17,588	18,440	15,538
Cat.4: Upstream Transportation and Distribution	3,164	2,533	2,709	2,608
Cat.5: Waste Generated in Operations	1,118	1,034	1,097	430
Cat.6: Business Travel	1,059	1,073	1,086	1,064
Cat.7: Employee Commuting	3,279	3,917	4,386	608

(t-CO₂)

*FY2024 environmental data marked with a has received assurance from an independent third party.



- Scope of assurance: FY2024 Scope 1 and 2 emissions for the Company, 19 consolidated subsidiaries and one affiliate accounted for by the equity method; Scope 3 (Category 1-7, domestic only for Category 4 and 7); retired carbon credits (portion applied to Scope 1); water usage

- Level of assurance: limited assurance

Non-financial Summary

Assurance from independent third party

In order to enhance the transparency of environmental data and disclose information while guaranteeing its reliability, the Company has received limited assurances based on ISO 14064-3:2019 and ISAE 3000 from an independent third party assurance body. FY2024 environmental data in this report that has received such assurances is marked with a  symbol.

This assurance, and the introduction by the Company of a process for identifying and calculating environmental impact data, is a significant step towards decarbonization.

Furthermore, because the Company has clearly set out a consistent procedure that it uses when making calculations, the assurance becomes even more useful in terms of the clarity and accuracy of greenhouse gas emissions, and in terms of comparing the effects of decarbonization measures over the course of many years, which is an area in which certain customers are becoming increasingly demanding. This assurance will increase the trust placed in the Company's projects by future customers, investors, suppliers, and all other stakeholders, and underpin our commitment to our basic policy.

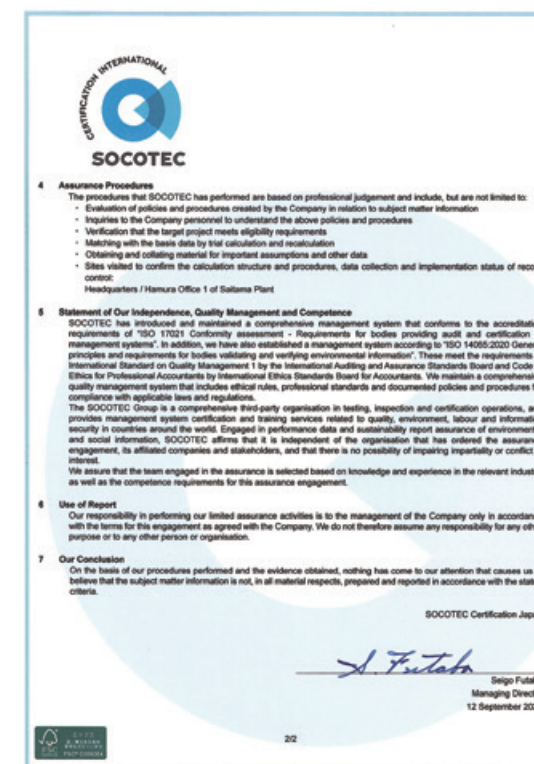
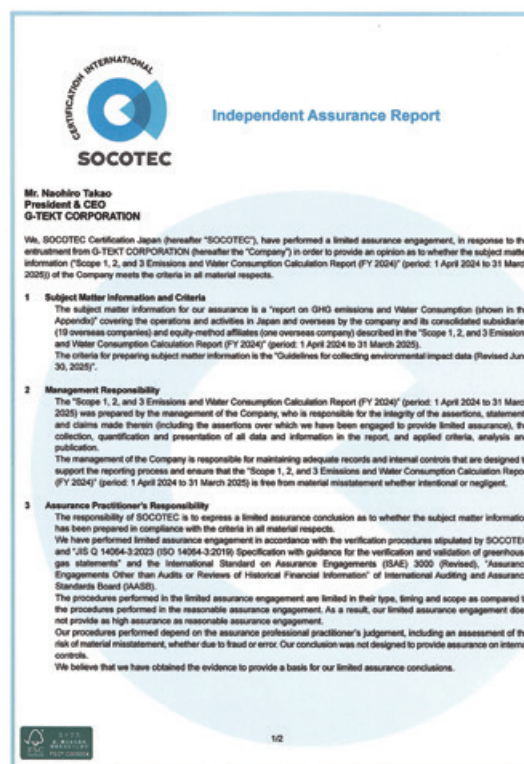
Scope of assurance

- Direct (Scope 1) and indirect (Scope 2) emissions of CO₂ from energy consumed in corporate activities
- Scope 3 supply chain emissions
(Category 1-7, domestic only for Category 4 and 7)
- Retired carbon credits (portion applied to Scope 1)
- Water usage

*SOCOTEC Certification Japan Co., Ltd.

An international third-party assurance body headquartered in France, which conducts rigorous inspections based on standards that emphasize fairness at all times.

It has an extensive track record of third-party assurance in Japan for emissions reduction projects, organizational emissions, and other endeavors.



Non-financial Summary

▶ Personnel and labor data

Number of employees in the G-TEKT Group

	FY2021	FY2022	FY2023	FY2024
	(people)			
Japan segment	1,528	1,573	1,574	1,698
Employees	1,151	1,168	1,166	1,209
Temporary employees	377	405	408	489
North America segment	2,281	2,386	2,422	2,378
Employees	2,139	2,137	2,176	2,167
Temporary employees	142	249	246	211
Europe segment	738	891	1,071	1,061
Employees	695	820	1,031	1,058
Temporary employees	43	71	40	3
Asia segment	2,070	2,051	2,105	2,095
Employees	1,589	1,547	1,485	1,498
Temporary employees	481	504	620	597
China segment	2,571	2,542	2,300	1,734
Employees	1,933	1,929	1,793	1,459
Temporary employees	638	613	507	275
South America segment	615	626	679	771
Employees	615	626	679	771
Temporary employees	0	0	0	0

* The number of employees is the number of persons as of the end of the fiscal year, and the number of temporary employees is an approximate average number of persons during the year.

Number of employees hired and retention rate (Japan only)

	FY2021	FY2022	FY2023	FY2024
	(people)			
New graduate hires	14	31	13	13
Mid-career hires	10	31	61	56
Retention rate (new graduates, after 3 years)	71.0%	88.2%	78.6%	80.6%

* New graduates include postgraduate, undergraduate, technical college and vocational school graduates. The retention rate is the percentage of the number of employees after three years from the year of employment.

Status of utilization and usage of WLB-related systems (Japan only)

	FY2021	FY2022	FY2023	FY2024
	(people)			
Number of employees acquiring childcare leave	8	5	8	16
Males	2	5	7	13
Acquisition rate (male)	7%	21%	32%	45%
Females	6	0	1	3
Acquisition rate (female)	100%	—	100%	100%
Number of employees acquiring childbirth leave	36	20	23	30
Males	30	20	19	27
Females	6	0	4	3
Number of days of paid leave taken	13.4	15.0	15.1	14.9
Acquisition rate	70%	78%	80%	79%

* The childbirth leave system is an original system of the Company.

Number of reports to the corporate ethics reporting hotline (Japan only)

	FY2021	FY2022	FY2023	FY2024
	(cases)			
Number of reports to the corporate ethics reporting hotline	8	13	9	13
Human rights and harassment	0	9	4	9
Work environment	4	1	1	1
Injustice	1	1	0	0
Manners and morals	1	0	1	0
Appropriate business execution	2	2	3	3
Quality	0	0	0	0
Other	0	0	0	0

* There are cases where more than one incident is reported per report.

Intellectual property

	FY2021	FY2022	FY2023	FY2024
	(cases)			
Number of published applications	5	18	11	15
Number of patent granted	16	10	18	17

* With the purpose of utilizing intellectual property rights in our business, we are utilizing the Accelerated Examination System.

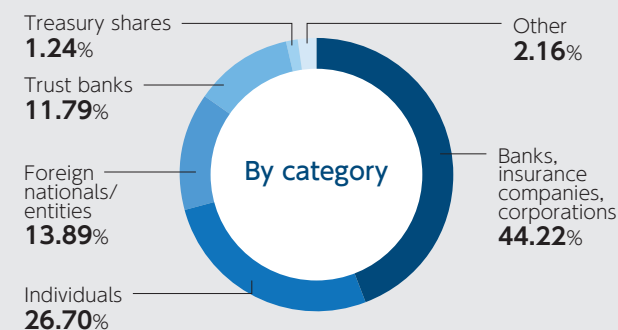
Information for Investors

Basic stock information

Fiscal year	April 1 to March 31 of the following year
Shareholders' record date for receiving year-end dividends	March 31
Shareholders' record date for receiving interim dividends	September 30
Ordinary General Meeting of Shareholders	Every June
Shareholders' register administration and special account management agent	Mitsubishi UFJ Trust and Banking Corporation
Contact point	Mitsubishi UFJ Trust and Banking Corporation Stock Transfer Agency PO Box 29, Shin-Tokyo Post Office, 137-8081 Phone: 0120-232-711 (toll-free)
Stock exchange listing	Prime Market, Tokyo Stock Exchange

Status of shares (as of March 31, 2025)

Total number of shares authorized	100,000,000 shares
Total number of shares issued (including 545,197 treasury shares)	43,931,260 shares
Number of shareholders (increase of 5,511 persons from the end of FY2024)	23,388

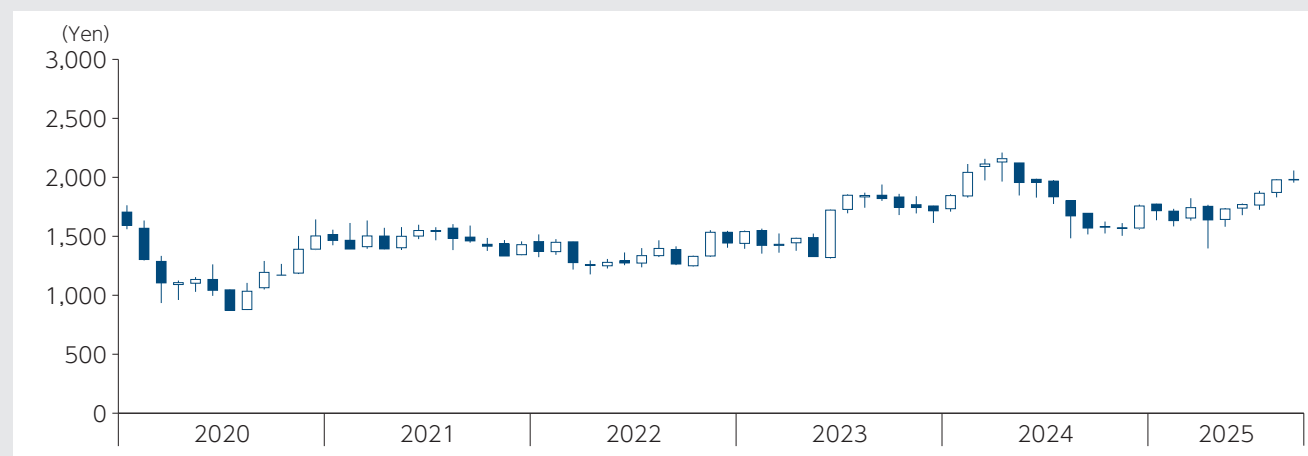


Name of shareholders	Number of shares held	Shareholding ratio (%)
Honda Motor Co., Ltd.	13,035,098	30.04
The Master Trust Bank of Japan, Ltd. (Trust Account)	3,010,700	6.94
KP K.K.	2,200,800	5.07
TK Holdings Inc.	2,194,344	5.06
Custody Bank of Japan, Ltd. (Trust Account)	1,816,291	4.19
Naohiro Takao	1,286,576	2.97
Tomohiro Yoshida	1,125,200	2.59
Toshitsugu Kikuchi	905,901	2.09
RE FUND 107-CLIENT AC	688,100	1.59
STATE STREET BANK AND TRUST COMPANY 505223	571,992	1.32

*1. The shareholding ratio is calculated by deducting 545,197 shares of treasury shares.

*2. Treasury shares does not include 286,391 shares of the Company's stock held by Custody Bank of Japan, Ltd. (Trust Account) as performance-linked share-based remuneration for the Company's officers.

Stock price



Company Overview (as of September 30, 2025)

Company name	G-TEKT CORPORATION
Founded	April 1, 1947
Established	November 4, 1953
Share capital	¥4,656,227,715
President, Chief Executive Officer	Naohiro Takao
Description of business	Manufacturing and sales of auto body components, transmission parts, stamping dies/weld equipment, etc.



IR information such as financial results and press releases can be found on the Company's website.

<https://www.g-tekt.jp/>



Sites

Japan

Head Office

Engineering, R&D, quality assurance

G-TEKT Technical Center (engineering)
G-TEKT TOKYO LAB (research and development)
G-TEKT Quality Assurance Center (quality assurance)

Sales

C&C Tochigi (product development/sales)

Production

Saitama Plant (manufacturing of auto body components)
Hamura Office, Saitama Plant (manufacturing of auto body components)
Shiga Plant (manufacturing of auto body components/die design and production/welding facility design)
Tochigi Plant (manufacturing of transmission parts/die design)
Gunma Plant (manufacturing of auto body components/die design and production)
Chubu Plant (manufacturing of auto body components)

Overseas

North America

United States

Jefferson Industries Corporation (manufacturing of auto body components)
G-TEKT North America Corporation (research and sales)
Jefferson Southern Corporation (manufacturing of auto body components)
Austin Tri-Hawk Automotive, Inc. (manufacturing of auto body components)
G-TEKT America Corporation (manufacturing of auto body components)

Canada

Jefferson Elora Corporation (manufacturing of auto body components)

Mexico

G-TEKT MEXICO CORP. S.A. DE C.V. (manufacturing of auto body components and transmission parts)
G-ONE AUTO PARTS DE MEXICO, S.A. DE C.V. (manufacturing of auto body components)
*Equity-method affiliates

South America

Brazil

G-KT do Brasil Ltda. (manufacturing of auto body components)

Europe

United Kingdom

G-TEKT Europe Manufacturing Ltd. (manufacturing of auto body components)
G-TEKT Europe Manufacturing Ltd. (No. 2 Plant) (manufacturing of auto body components)
G-TEKT Europe Manufacturing Ltd. (No. 3 Plant) (manufacturing of auto body components)
G-TEKT Europe Manufacturing Ltd. (No. 4 Plant) (manufacturing of auto body components)

Slovakia

G-TEKT Slovakia, s.r.o. (manufacturing of auto body components)

Germany

G-TEKT (Deutschland) GmbH. (research and sales)

China

Auto Parts Alliance (China) Ltd. (manufacturing of auto body components and die production)
Auto Parts Alliance (China) Ltd. (No. 2 Plant) (manufacturing of auto body components and transmission parts)
Wuhan Auto Parts Alliance Co., Ltd. (manufacturing of auto body components and die production)
Conghua Auto Parts Alliance (China) Ltd. (manufacturing of small pressed parts for auto bodies)
Guangzhou Nansha Auto Parts Alliance (China) Ltd (manufacturing of auto body components)

Asia

Thailand

G-TEKT (Thailand) Co., Ltd. (manufacturing of auto body components and die production)
G-TEKT Eastern Co., Ltd. (manufacturing of auto body components and die production)
G-TEKT Eastern Co., Ltd. (No. 2 Plant) (manufacturing of auto body components)

India

G-TEKT India Private Ltd. (manufacturing of auto body components)

Indonesia

PT.G-TEKT Indonesia Manufacturing (manufacturing of auto body components and transmission parts)