

Four Strengths that Support

In order for G-TEKT to continue to grow sustainably, it is essential that the Company maintains a balance of these four strengths at a high level. By further refining these strengths, we will not only accelerate our growth but also make our path to becoming a vehicle body system supplier ("tier 0.5") more certain.

1 Development capabilities

The foundation of G-TEKT development capabilities is its body in white analysis technology. At an early stage of our work to create vehicles with the automotive OEMs that are our customers, we recognized the importance of internalizing body in white analysis technology, and have steadily accumulated such know-how. Today, the use of original parameters has made it possible for us to conduct body in white collision analysis with precision equivalent to that of actual collision testing. In addition, performance analysis of the entire vehicle through the use of analysis of individual parts, together with strength and durability analysis of underbody components such as subframes, will enable the development proposals for the vehicle as a whole, which will lead to further orders.

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> Intellectual capital strategy

By concentrating our knowledge and technological capabilities as a vehicle body manufacturer, we will promote the development of new products to help resolve social issues

2 Technological capabilities

As a partner to automotive OEMs, G-TEKT has developed processing technology for vehicle body products. The fruit of such technological capabilities includes products in such new business areas as battery housings and cell cases. These products use a variety of processing methods leveraging technological capabilities in such areas as molding and welding of parts. This has enabled us to demonstrate our ability to propose the optimal processing option for the required vehicle performance. Production technology that allows these processing technologies to be incorporated into mass production processes are another strength of G-TEKT. Through automation of production and inspection we will not only achieve unmanned operation, but also improve quality by eliminating the variations that arise from differences in performance between individuals. Moreover, at new factories we will optimize production by automating on-site logistics and promoting the DX-based transformation of corporate structure. Our goal for the future is to realize the "ultimate smart factory," in which the factory itself is imbued with intelligence, such as the ability to optimize production through the analysis of on-site data using AI.

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> Manufacturing capital strategy

Realizing smart factories through the advanced mass-production technology that we have developed as an auto body manufacturer and the effective use of data

Sustainable Growth

3 Global presence

G-TEKT operates 28 factories and five research and development sites in 12 countries. Establishing production sites right next to the manufacturing facilities of automotive OEMs enables us to provide a high level of QCD. By equipping research and development sites in the important markets of Europe, North America, and China with S&E (sales & engineering) functions that research the latest local trends and the direction of engineering development, we have established a system that enables us to respond promptly to customer needs. In order to keep up with the accelerating trend toward electrification, we will continue to strengthen cooperation between different sites, and use this to win orders.

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> Social capital strategy

Using a global system that enables close cooperation with customers to keep up with market needs

4 Financial strength

The foundation of our development and technological capabilities and our global presence is unshakable financial strength. We secure resources for investment in growth through our high cash-generating ability. By also returning to Japan the funds that end up unevenly distributed overseas, we strengthen the "mother" function of domestic sites. Although the Company has continued to grow steadily until now, we have set targets such as the following with the aim of achieving further increases in corporate value.

Equity ratio
Maintain equity ratio of
at least 50%

DOE 3.0%
(fiscal year ending
March 31, 2031)

Dividend payout ratio
of at least 30%
(continuously from fiscal year ending March 31, 2026)

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> Financial capital strategy

We will utilize our unshakable financial strength to invest for profit growth and implement stable shareholder returns, thus increasing corporate value