

# 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.

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

## Key elements in achieving the vision

### Human resources

It is people who drive companies, and such people engage with a strong desire (passion) to make something better

Passion

### Cutting-edge technology

Create unprecedented new value through innovative concepts that are at the forefront of the era

Innovation

### Structural reform

We enable the highest output through the optimal combination (blending) of excellent human resources and innovative technology

Blending

### Social contribution

By providing the highest output to all parts of the world, we contribute to a prosperous future in which people and vehicles coexist harmoniously

Shaping the future

## Financial capital

Shareholders' equity: ¥148.8 billion  
Interest-bearing debt: ¥39.9 billion  
Credit rating: A-

## Human capital

Number of employees (consolidated basis) 8,330  
Training cost ¥40,000/person

## Manufacturing capital

28 factories, 3 S&E sites, 1 R&D hub, and 1 lab in 12 countries  
Capital investment amount ¥12.1 billion

## Intellectual capital

Number of patents held 58  
R&D expenses ¥3.1 billion

## Natural capital

Renewable energy usage ratio 36%  
Solar power generated 15,892,000 kWh

## Social capital

Partnership with automotive OEMs  
Collaboration with materials manufacturers, suppliers and local communities

## FY2023 results

Net sales ¥344.6 billion

Operating profit ¥16.2 billion

DOE 1.94%

Vehicle body system supplier  
Preparation period

- Constructed G-TEKT network
- Expanded development resources
- Developed new motor core technology

## Action for the global environment

**CO<sub>2</sub> emissions reduction target**  
• FY2030 50% reduction \* Compared to FY2013  
• FY2040 100% reduction \* Compared to FY2013  
• Achieve carbon neutrality by FY2050  
Received CDP 2023 rating of A-

## Transformation of existing businesses

Further improvement of quality, reliability, and corporate value  
• Improvement of reliability through defect prevention cycles  
• Improvement of corporate value through an optimal cost cycle  
• On-site capabilities to support the EV business  
• Utilization, protection, and retention of intellectual property incorporated into management

## Establishment of EV-related business

Target for orders received for products used in EVs  
• Net sales of ¥100.0 billion  
• Operating profit margin of 8%

## Promotion of diverse work styles Improvement of the diversity of human resources

• Increase ratio of women in executive positions 1.5-fold by 2028 \* Compared to FY2022  
• Recruitment of human resources with experience and knowledge from various fields

## FY2025 targets

Net sales ¥350.0 billion

Operating profit ¥18.0 billion

DOE 2.0%

Vehicle body system supplier  
Transition period

- Receive orders for body in white development
- Expansion and deepening of network

## FY2030 targets

Net sales ¥400.0 billion

Operating profit ¥28.0 billion

DOE 3.0%

Vehicle body system supplier  
Tier 0.5

- Expand orders received for body in white development
- Expand models for which orders received/OEMs from which orders are received

## Position within the industry in 2030

