







G-TEKT's Management Capital

The six forms of capital, which are the sources of our business activities, are strengthened through G-TEKT's corporate activities and become our corporate value. This created value is then re-invested as capital and reinforced, leading to further value creation. We consider this capital to be as follows.

	Indicator	Importance		Strength/differentiation	Key points for strengthening capital	Medium- to long-term target and strategy
 Financial capital	<ul style="list-style-type: none"> Shareholders' equity: ¥148.8 billion Interest-bearing debt: ¥39.9 billion Total assets: ¥304.1 billion Equity: ¥191.7 billion Profit: ¥13.2 billion 	It is an important form of capital to maintain a strong financial standing to enhance corporate value and prepare for drastic changes and risks in the business environment, and to boldly invest in growth and continue shareholder returns.		<ul style="list-style-type: none"> High equity ratio Received R&I Credit Rating A- for four consecutive years Increased dividends to shareholders for 11 consecutive years Solid and risk-responsive financial standing 	<ul style="list-style-type: none"> Strengthen the power of generating cash that is the source for investment in growth and shareholder returns 	<ul style="list-style-type: none"> Net sales: ¥350.0 billion by FY2025, ¥400.0 billion by FY2030 Operating profit: ¥18.0 billion by FY2025, ¥28.0 billion by FY2030 ROE: 8.0% by FY2025, 10.0% by FY2030
 Human capital	<ul style="list-style-type: none"> Number of employees: 8,330 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"> Enhance flexible systems to help employees work better by providing them with a wide range of opportunities to actively participate and thoroughly inform employees of the systems so that each and every one of them can take advantage of them Support for career development 	<ul style="list-style-type: none"> Measures to enable active participation by diverse human resources 	<ul style="list-style-type: none"> Workplace where employees can play an active role regardless of gender Ratio of women in executive positions: increase 1.5-fold by 2028 * Compared to FY2022 Recruitment of human resources with experience and knowledge from various fields
 Manufacturing capital	<ul style="list-style-type: none"> Global production and sales systems Capital investment amount: ¥12.1 billion 	We conduct our business activities using the facilities we own. Since our founding, manufacturing capital, which is the technological strength that has been built up through the combined efforts of production sites and production engineering, has been an important form of capital. In recent years, we have also adopted advanced technologies such as image analysis technology to reduce labor and unmanned production lines.		<ul style="list-style-type: none"> 28 factories, 3 S&E sites, 1 R&D hub, and 1 lab in 12 countries Gathering of information on latest local trends by research sites Maintenance team to maintain and preserve equipment Construction of production lines through co-creation of technology between production sites and production technology Transfer of know-how 	<ul style="list-style-type: none"> Production capacity expansion that follows demand Two new plants of Chubu/Nansha Capacity expansion in Gumma/United Kingdom 	<ul style="list-style-type: none"> Realization of smart factory Labor/manpower saving in production processes by incorporating imaging technology Automated quality assurance and traceability management incorporating camera and laser scanner inspections Establishment of joining application technology for material innovation for EVs Realization of environmentally efficient production sites Risk management practices that leverage the Group network
 Intellectual capital	<ul style="list-style-type: none"> Number of patents held: 58 Research and development employees: 44 R&D expenses: ¥3.1 billion 	Various technologies such as aluminum molding, which is important from the perspective of environmental and weight reduction, hot stamping and high-tensile steel molding technology related to car body safety performance, and other new technology developments and improvements in production processes are important to G-TEKT, and this intellectual capital is an important form of capital that supports the Company.		<ul style="list-style-type: none"> Established a department specializing in intellectual property to create intellectual property and conduct patent clearance searches under a global system Intellectual property activities that leverage the IP landscape and get into the source of business planning and R&D Technological capabilities for commercialization (mass production) and protection of intellectual property created at each stage of commercialization Technological capabilities for 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"> Patent applications to address such trends as large-scale integration Management methods and business models born from the process of fundamental change (DX) of business operations, and their protection through concealment or patent rights 	<ul style="list-style-type: none"> Further utilization of IP landscape Creation and protection of intellectual property by backcasting from the ideal situation Commercialization of products and structures that meet customer needs, with an eye toward next-generation car bodies Establishment and monetization of new management methods and business models
 Natural capital	<ul style="list-style-type: none"> Water consumption: 382,000 m³ Renewable energy usage ratio: 36% 	Natural capital is essential for corporate activities. We believe that natural capital is important to protect the rich natural environment of our planet, and we conduct our corporate activities in compliance with laws and regulations on a global basis to prevent environmental pollution.		<ul style="list-style-type: none"> Environmental management practices Implement solar power generation on a global scale Introduction of renewable energy sources and carrying out corporate activities without using limited resources Global management conducted by department specializing in the environment Implementation of biodiversity volunteer activities 	<ul style="list-style-type: none"> Reduction in energy consumed Energy through solar power generation Use of green materials 	<ul style="list-style-type: none"> CO₂ emissions in Scopes 1 and 2 FY 2030 50% reduction FY 2040 100% reduction CO₂ emissions in Scopes 1, 2, and 3 Achieve carbon neutrality by FY 2050
 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"> Received various awards from global customers (quality, cost, delivery, sustainability, etc.) Social contribution activities in each region Opportunities for dialogue with shareholders through shareholder factory tours, etc. DOE FY2030 target: 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 good relationships with various stakeholders and continue business activities as a good corporate citizen, aiming to grow together with society

* Indicators are actual results for FY2023.