

[Translation]: This represents an excerpted translation, for reference and convenience only, of the original notice issued in Japanese. In the event of any discrepancies between the Japanese and English versions, the former shall prevail.

(Securities Code: 5970)

June 3, 2025

To our shareholders

Naohiro Takao

President, Chief Executive Officer

G-TEKT CORPORATION

1-11-20, Sakuragi-cho, Omiya-ku, Saitama-shi, Saitama

Notice of Convocation of the 14th Ordinary General Meeting of Shareholders

We express our deep appreciation to each of the shareholders for their extraordinary support.

Now, the 14th Ordinary General Meeting of Shareholders of G-TEKT CORPORATION (the “Company” or “G-TEKT”) is to be held as stated below.

We have taken measures to provide reference document, etc., (except for voting rights exercise form) for this General Meeting for Shareholders in electronic format, and the matters subject to electronic provision measures are posted on our web site shown below.

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

The matters are also posted on the web site shown below.

<https://d.sokai.jp/5970/teiji/>

Instead of attending the meeting in person, you may also review the enclosed “Reference Documents for the Ordinary General Meeting of Shareholders” and exercise your voting rights by the methods such as the writing or Internet mentioned on pages 3 and 4.

1. Date and Time: 10:00 a.m., Monday, June 23, 2025 (Reception begins at 9:30 a.m.)

2. Place of the Meeting: JP Tower Hall & Conference (KITTE 4th Floor) Hall, 2-7-2, Marunouchi, Chiyoda-ku, Tokyo, Japan

3. Meeting Agenda:

Items for reporting: 1. The Business Report, Consolidated Financial Statements for the Company’s 14th Fiscal Year (April 1, 2024 – March 31, 2025) and results of audits by the Auditor and the Audit & Supervisory Board

2. Non-Consolidated Financial Statements for the Company’s 14th Fiscal Year (April 1, 2024 – March 31, 2025)

Proposals to be resolved:

Proposal No. 1 Appropriation of Surplus

Proposal No. 2 Election of Six (6) Board Members

- Upon attending the meeting, please present the enclosed Voting Rights Exercise Form to the receptionist at the place of the meeting.
- Paper-based documents stating the items subject to measures for electronic provision are sent to shareholders who have requested the delivery of them, however they do not include the following matters in accordance with the provisions of laws and regulations and Article 14 of the Articles of Incorporation of the Company.

(1) “Company System and Policies” of the Business Report

(2) “Consolidated Statement of Changes in Equity” and “Notes to the Consolidated Financial Statements” of the Consolidated Financial Statements

(3) “Non-consolidated Statement of Changes in Equity” and “Notes to the Non-consolidated Financial Statements” of the Non-consolidated Financial Statements

Furthermore, Business report, Consolidated Financial Statement and Non-consolidated Financial Statement are only part of the documents audited by the Audit & Supervisory Board Members and the Financial Auditor in preparing their audit reports.

- Any changes in the matters described in Reference Documents for the Ordinary General Meeting of Shareholders, Business Report, Consolidated Financial Statements and Non-Consolidated Financial Statements will be posted on our website on the Internet.
(<https://www.g-tekt.jp/ir/shareholder/meeting.html>).

Guidelines of the Exercise of Voting Rights

For those attending the General Meeting of Shareholders

Date and time of the meeting: 10:00 a.m., Monday, June 23, 2025

Please bring and present the enclosed the Voting Rights Exercise Form at the reception desk of the meeting place.

For those not attending the General Meeting of Shareholders

Via mail

Exercise deadline: Arrival by 6:00 p.m., Friday, June 20, 2025

Please indicate your vote for or against the proposals on the Voting Rights Exercise Form enclosed herewith, and return it to us by the deadline.

Via the Internet

Exercise deadline: 6:00 p.m., Friday, June 20, 2025

Please indicate whether you approve or disapprove of each proposal on the Exercise of Voting Rights Website that is designated by the Company:

<https://evote.tr.mufg.jp/>

Please see the following page for details.

If you exercise your voting rights both by Voting Rights Exercise Form and via the Internet, rights exercised via the Internet will be treated as effective.

If you exercise your voting rights multiple times via the Internet, the latest exercised voting rights will be treated as effective.

Guidelines Regarding the Exercise of Voting Rights via the Internet

(1) Access the website for exercising votes using QR code:

- (i) If you scan the QR code shown on the voting form, you can log in to the website for exercising votes without the log-in ID and temporary password shown on the form.

*The “QR code” is registered trademarks of DENSO WAVE INCORPORATED.

- (ii) Please indicate whether you approve or disapprove the items on the agenda by following the instructions on the display screen.

(2) Access the website for exercising votes using the log-in ID and temporary password:

- (i) Please access the website using the following URL.

<https://evote.tr.mufg.jp/>

- (ii) Log in using the log-in ID and temporary password which are shown on the voting form and press the login button.

- (iii) Please follow the on-screen guidance.

(3) Inquiries regarding the exercise of a voting right via the Internet:

Mitsubishi UFJ Trust and Banking Corporation Corporate Agency Service Support: 0120 (173) 027

* Business Hours: from 9:00 a.m. to 9:00 p.m. (toll free; within Japan only)

* The service is available in Japanese only.

For Institutional investors

Provided that an application to use the platform has been submitted beforehand, institutional investors may use the electronic platform for exercising voting rights operated by ICJ, Inc.

Reference Documents for the Ordinary General Meeting of Shareholders

Proposals and References

Proposal 1: Appropriation of surplus

The Company, with the objective of sustainable growth and the improvement of corporate value in the medium to long term, has 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, specifically, providing a dividend payout ratio of 30% or more and a DOE (dividend on equity) of 3.0% or more by the fiscal year ending March 2031.

In accordance with the above-stated policy, the 14th year-end dividend is as follows.

Details of the year-end dividend

(i) Type of dividend property	Cash
(ii) Matters concerning the allotment of dividend property to shareholders and the total amount thereof:	¥50 per share of common stock of the Company Total cash dividends of ¥2,169,303,150
(iii) Effective date of dividend of surplus	June 24, 2025

The annual dividend including interim dividend of ¥37 per share will be ¥87 per share.

Proposal 2: Election of Six (6) Board Members

The terms of office of six (6) Board Members, Naohiro Takao, Hiroshi Seko, Fumihiko Hirotaki, Akira Kakizaki, Keiji Kasamatsu, and Rieko Inaba will expire upon the conclusion of this General Meeting of Shareholders.

Therefore, we propose the election of six (6) Board Members.

It should be noted that the candidates for Board Member were selected in accordance with our “Selection Criteria and Procedures for Candidates for Board Member” described below. In addition, two (2) of the six (6) candidates for Board Member are candidates for Outside Board Member, both of whom meet our “Independence Standards for Outside Board Members and Outside Audit & Supervisory Board Members” described below.

[Selection criteria and procedures for candidates for Board Member]

- The basic policy is to have a Board of Directors that consists of a small number of people in order to speed up the making of management decisions.
- The candidates for Board Member were proposed by the Company President in consideration of diversity, and based on the experience, knowledge, and abilities required for the medium- to long-term creation of corporate value, and were determined by the Board of Directors following deliberations at the voluntary Nomination Advisory Committee.
- The ratio of independent Outside Board Members at the Board of Directors has been set at one-third or more, and internationality is also sufficiently considered for Board Members, such as their experiences working or engaging in academic research overseas.
- We recognize that the background of each individual, including their gender and nationality, is a source of diverse perspectives in itself, and we promote the hiring as officers of a diverse range of human resources.

[Independence standards for Outside Board Members / Outside Audit & Supervisory Board Members]

In the event of determining that an Outside Board Member or Outside Audit & Supervisory Board Member meets the requirements set forth below, we will judge that such a person has sufficient independence from 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 had decided to invest under policy holding purposes.
9. No relatives (Note) 4 of the individual work for the Company.
10. The tenure of the individual as Outside Board Member or Outside Audit & Supervisory Board Member officer 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 occupy 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 Company for their business activities.

2. “Major lender” refers to our so-called main banks and quasi-main banks.
3. “Major trading relationship” refers to cases where the payments received from the Company exceed ¥10 million per year.
4. “Relative” refers to the spouse of the individual or to a relative within the fourth degree of kinship.

■Candidates for Board Member

No.	Name		Current positions and responsibilities		Attendance at the Board meetings
			Position	Responsibilities	
1	Naohiro Takao	Reappointment	President, Chief Executive Officer		13/13
2	Hiroshi Seko	Reappointment	Member of the Board, Senior Managing Officer of the Company	Engineering Operations Director	13/13
3	Fumihiko Hirotaki	Reappointment	Member of the Board, Managing Officer of the Company	Sales Operations Director	13/13
4	Akira Kakizaki	Reappointment	Member of the Board, Managing Officer of the Company	Chief Operating Officer for Regional Operations (North America) and Managing Director of JIC	13/13
5	Keiji Kasamatsu	Reappointment Outside Independent	Member of the Board		13/13
6	Rieko Inaba	Reappointment Outside Independent	Member of the Board		13/13

Outside : A candidate for Outside Board Member

Independent : An independent Board Member registered with the Tokyo Stock Exchange

(Note) 1. In addition to the number meetings of the Board of Directors held in the above table, one resolution was adopted in writing that was deemed to be a resolution of the Board of Directors in accordance with Article 370 of the Companies Act and the Articles of Incorporation.

2. Please refer to "Expertise and Experience of Candidates for Board Member and Audit & Supervisory Board Member (Skills Matrix)" on page 16 for the expertise and experience of the candidates for Board Member and the committee members to be appointed.

No.	Name (Date of birth)	Brief personal history, positions and responsibilities in the Company and significant positions concurrently held	
1	Naohiro Takao (August 27, 1960) Number of shares held: 1,412,094 (including 125,518 shares to be issued based on performance- based remuneration) <div>Reappointment</div>	April 1983 Joined Honda Motor Co., Ltd. April 1986 Joined Takao Kinzoku Kogyo Co., Ltd. June 1990 Business Division General Manager of Takao Kinzoku Kogyo Co., Ltd. March 1993 Member of the Board of Takao Kinzoku Kogyo Co., Ltd. August 1993 Research & Development and Planning Division General Manager 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. (currently G-TEKT (Thailand) Co., Ltd.) May 1996 President of Takao Eastern Co., Ltd. (currently G-TEKT Eastern Co., Ltd.) March 1997 Member of the Board, Managing Director of Takao Kinzoku Kogyo Co., Ltd. March 1999 President of Takao America Corporation (currently G-TEKT America Corporation) September 1999 Sales Operations Director and Overseas Operations Director of Takao Kinzoku Kogyo Co., Ltd. May 2004 Member of the Board of Thai G&B Manufacturing Ltd. April 2006 Manufacturing Operations Director of Takao Kinzoku Kogyo Co., Ltd. April 2011 Member of the Board, Senior Managing Director of the Company Overseas Operations Director of the Company Member of the Board of G-TEKT Europe Manufacturing Ltd. Member of the Board of Auto Parts Alliance (China) Ltd. Member of the Board of Wuhan Auto Parts Alliance Co., Ltd. Member of the Board of Conghua K&S Auto Parts Co., Ltd. (currently Conghua Auto Parts Alliance (China) Ltd.) November 2011 Member of the Board of G-TEKT India Private Ltd. February 2012 Member of the Board of PT.G-TEKT Indonesia Manufacturing April 2014 Vice President and Member of the Board of the Company April 2015 Vice President and Managing Officer of the Company Komisaris of PT. G-TEKT Indonesia Manufacturing June 2015 Member of the Board of G-TEKT North America Corporation April 2016 President, Chief Executive Officer of the Company (incumbent)	
	Reasons for nomination as candidate for Board Member	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, he has strongly driven the business of the Company as the top manager, including promptly responding to changes in circumstances that were caused by the spread of the novel coronavirus in 2020.	

		Based on the above, we have determined that he has the knowledge required for the management of the Company, is suitable for supervising the Company in general, and therefore we have therefore nominated him again as a candidate for Board Member.
--	--	---

No.	Name (Date of birth)	Brief personal history, positions and responsibilities in the Company and significant positions concurrently held	
2	Hiroshi Seko (June 6, 1961)	March 1984	Joined Takao Kinzoku Kogyo Co., Ltd.
		April 2008	Engineering Division General Manager of Takao Kinzoku Kogyo Co., Ltd.
	Number of Shares Held: 37,243 (including 28,943 shares to be issued based on performance-based remuneration)	April 2011	Stamping Engineering Division II General Manager, Engineering Operations of the Company
		August 2011	Stationed to G-TEKT Europe Manufacturing Ltd.
		April 2013	Chief Operating Officer for Regional Operations (Europe) and Managing Director of G-TEKT Europe Manufacturing Ltd.
		April 2014	Officer of the Company
		April 2019	Engineering Operations Director of the Company (incumbent)
		April 2020	Managing Officer of the Company
		June 2020	Member of the Board, Managing Officer of the Company
		April 2023	Member of the Board, Senior Managing Officer of the Company (incumbent)
	Reappointment		
	Reasons for nomination as candidate for Board Member	<p>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.</p> <p>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.</p> <p>Based on the above, we have 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 we have therefore nominated him again as a candidate for Board Member.</p>	

No.	Name (Date of birth)	Brief personal history, positions and responsibilities in the Company and significant positions concurrently held	
3	Fumihiko Hirotaki (November 23, 1964) Number of shares held: 30,393 (including 23,793 shares to be issued based on performance- based remuneration) <div>Reappointment</div>	March 1987 Joined Takao Kinzoku Kogyo Co., Ltd. February 2008 President of Takao Eastern Co., Ltd. (currently 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)	
	Reasons for nomination as candidate for Board Member	<p>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.</p> <p>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 of Japan, and has contributed to a significant expansion in sales.</p> <p>Based on the above, we have 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 we have therefore nominated him again as a candidate for Board Member.</p>	

No.	Name (Date of birth)	Brief personal history, positions and responsibilities in the Company and significant positions concurrently held	
4	Akira Kakizaki (April 9, 1965) Number of shares held: 21,155 (including 17,555 shares to be issued based on performance- based remuneration) <div>Reappointment</div>	March 1990 Joined Kikuchi Koki Co., Ltd. September 1991 Engineering Division Block I of Kikuchi Co., Ltd. January 2005 Stationed at Austin Tri-Hawk Automotive, Inc. April 2013 Stamping Engineering Division I General Manager, Engineering Operations of the Company April 2017 Officer of the Company Engineering Operations Deputy Director of the Company Engineering Planning Division General Manager, Engineering Operations of the Company April 2021 Senior Officer 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)	
	Reasons for nomination as candidate for Board Member	<p>Mr. Akira Kakizaki, since joining the company, has extensive business experience and deep knowledge in the areas of technology and development.</p> <p>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 was instrumental in the penetration of DX.</p> <p>Based on the above, we have determined that he is suitable for leading and supervising the company's transformation, and we have therefore nominated him again as a candidate for Board Member.</p>	

No.	Name (Date of birth)	Brief personal history, positions and responsibilities in the Company and significant positions concurrently held	
5	Keiji Kasamatsu (January 20, 1955) Number of shares held: - <div>Reappointment</div> <div>Outside</div> <div>Independent</div>	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)	
	Reasons for nomination as candidate for Outside Board Member and overview of expected roles	<p>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.</p> <p>We have nominated him as candidate for 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.</p>	

No.	Name (Date of birth)	Brief personal history, positions and responsibilities in the Company and significant positions concurrently held	
6	Rieko Inaba (October 23, 1975) Number of Shares Held: - <div>Reappointment</div> <div>Outside</div> <div>Independent</div>	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 April 2006 Special researcher of National Institute of Information and Communications Technology, Knowledge Creating Communication Research Center 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)	
	Reasons for nomination as candidate for Outside Board Member and overview of expected roles	<p>Although Mrs. Rieko Inaba has not been directly involved in the company management in the past except as an Outside Board Member, 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.</p> <p>Based on such a background, we expect that she will give useful opinions and advice, etc., on management-related matters of the Company from an objective perspective, and will contribute to the monitoring of the Company in general, and therefore we have nominated her as a candidate for Outside Board Member.</p>	

(Note)

1. The Company has no special interest with each candidate.
2. The Company has entered into a liability agreement with Mr. Keiji Kasamatsu and Mrs. Rieko Inaba, which their liability shall be limited to the minimum liability amount stipulated by laws and regulations under Article 423, Paragraph 1 of the Companies Act. If their reelection is approved, the Company intends to extend the agreement with them.
3. Mr. Keiji Kasamatsu and Mrs. Rieko Inaba are candidates for Outside Board Member of the Company, who satisfy the “Independence Standards for Outside Board Members and Outside Audit & Supervisory Board Members” of the Company and the requirements of Independent Board Members as stipulated by the Tokyo Stock Exchange. The Company has registered them as Independent Board Members as stipulated by the said Exchange.
4. Mr. Keiji Kasamatsu’s term of office as Outside Board Member of the Company will be 3 years at the conclusion of this meeting.
5. Mrs. Rieko Inaba’s term of office as Outside Board Member of the Company will be 6 years at the conclusion of this meeting.
6. Mrs. Rieko Inaba’s legal surname is “Watanabe” by marriage but she keeps her maiden name “Inaba” in the office.
7. The Company has entered into an indemnification agreement stipulated in Article 430-2 Paragraph 1 of the Companies Act with Board Members. This agreement stipulates that the Company indemnifies costs under Item 1 of the same paragraph and losses under Item 2 of the same paragraph within the scope stipulated by laws and regulations. Subject to the approval of the election of the Board Members, the Company plans to continue or enter into an indemnification agreement with them.

8. The Company has entered into a directors and officers liability insurance policy, the content of which has been summarized below, and plans to renew this policy in April 2025. Upon the reappointment of the six (6) candidates for Board Member, each of the candidates will be covered under this insurance policy.

[Overview of the insurance policy]

(i) Actual portion of insurance premiums borne by the insureds

Approximate 10% of the insurance premiums will be borne by the insured, including Board Members, Audit & Supervisory Board Members, and Executive Officers.

(ii) Overview of insurance incidents subject to compensation

The policy will compensate the insured for damage incurred through claims for damages, etc., that are filed during the insurance term in relation to the execution of the duties of the insured.

(Reference)

Expertise and Experience of Candidates for Board Member and Audit & Supervisory Board Member (Skills Matrix)

The holding of lively discussion from different perspectives between diverse persons of varying specialties will result in management that enables the realization of our corporate philosophy through improvement in corporate value in the medium to long term.

Name and affiliation	Board of Directors					
	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
Gender	Male	Male	Male	Male	Male	Female
Committee member planned to be appointed, etc.	President, Chief Executive Officer	Member of the Board, Senior Managing Officer	Member of the Board, Managing Officer	Member of the Board, Managing Officer	Member of the Board	Member of the Board
	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 year	3 years	6 years
Business administration	●	●	●	●	●	
Technology/R&D	●	●	●	●		
Sales and marketing	●	●	●		●	
Manufacturing/Quality Management	●	●	●	●		
Finance	●				●	
Legal affairs and risk management	●				●	●
Sustainability・ESG (Environment, Social, Governance)	●	●	●	●	●	●

[Tenure as Board member]

0 to 5 years		3 people
5 to 15 years		2 people
15 years or more		1 person

Name and affiliation	Audit and Supervisory Board			
	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
Committee member planned to be appointed, etc.	Audit and Supervisory Board Member (full-time)	Audit and Supervisory Board Member (full-time)	Audit and Supervisory Board Member	Audit and Supervisory Board Member
Length of service	10 years	3 years	6 years	6 years
Business administration	●			
Technology/R&D				
Sales and marketing				
Manufacturing/Quality Management	●			
Finance	●	●	●	
Legal affairs and risk management		●		●
Sustainability・ESG (Environment, Social, Governance)	●	●	●	●

The Skills Matrix shows the correspondence between the expertise and experience that we expect from our Board Members and Audit & Supervisory Board Members in promoting the New G-TEKT Management Strategy and the expertise and experience possessed by each. In addition to “Business administration,” which handles the proposal 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 consider “Sustainability and ESG”, which is essential for sustainable growth, as necessary expertise and experience.

Business Report
(From April 1, 2024 to March 31, 2025)

1. Status of the Corporate Group

(1) Overview of business this consolidated fiscal year

(i) Progress and results of operations

During this consolidated fiscal year, the global economy showed resilience amid continued monetary tightening aimed at curbing high inflation. In addition, the outlook remains uncertain due to the impact of U.S. tariff measures, rising labor costs and prices worldwide, and rapid exchange rate fluctuations.

In the automotive industry, as electrification is advancing, BEVs (battery electric vehicles) as well as various other options are being reconsidered, with hybrid vehicles and BEVs playing a leading role. Japanese automotive OEMs are accelerating the development of BEVs in parallel with the continued production of hybrid vehicles, and some BEVs are beginning to transition to the mass production stage. Meanwhile, Chinese automotive OEMs are not only expanding their domestic sales ratio, but also increasing their presence in the Southeast Asian market.

In this environment, the Company aims at implementing “smart factories,” intelligent factories that conduct optimization, and began operations of its Chubu and Nansha plants which have automated production, inspections, and logistics. In the field of development, as one of our initiatives for evolving into a car system supplier (Tier 0.5), we promoted development of highly integrated (modularized) products that can reduce parts count while utilizing existing production equipment.

During the consolidated fiscal year under review, net sales were ¥339,233 million (a year-on-year decrease of 1.6%) due to the impact of production cuts in the China segment and other segments, despite an increase in production in the South America segment as well as an increase in new vehicle model development sales, including die and prototype, in the Japan, North America, and Europe segments. Operating profit was ¥16,380 million (a year-on-year increase of 0.8%), thanks to contributions from new vehicle model development, despite higher personnel expenses due to inflation. Ordinary profit was ¥17,529 million (a year-on-year decrease of 7.2%) due to the impact of foreign exchange rates including the appreciation of the yen. Net income attributable to owners of parent was ¥12,440 million (a year-on-year decrease of 6.0%), due to the posting of additional retirement benefits, etc. related to the restructuring of part of the China business, despite posting gains on the sale of investment securities.

The following describes segment performance by region.

[Japan]

Despite a decrease in production volume, sales increased due to an increase in new vehicle model development sales, including die and prototype sales, and the recording of compensation from customers. Profits increased due to an increase in new vehicle model development sales and recording of compensation payments, despite higher labor costs caused by inflation.

[United States]

Despite a decrease in production volume, sales increased due to a change in the mix of car models and an increase in new vehicle model development sales, including die and prototype sales. Profits increased due to an increase in mass production sales and increase in new vehicle model development sales, despite higher labor costs caused by inflation.

[Europe]

Despite a decrease in production volume, sales increased due to an increase in new vehicle model development sales, including die and prototype sales, and the impact of foreign exchange rates. Profits increased due to an increase in new vehicle model development sales.

[Asia]

Sales decreased due to a decrease in production volume and a decrease in new vehicle model development sales, including die and die equipment. Profits decreased mainly due to a decrease in mass production sales and new vehicle model development sales.

[China]

Sales decreased due to a sharp decline in production volume. As for profits, although labor costs were curbed and various expenses were cut due to a decrease in production volume, the impact of the decline in sales was significant, resulting in an operating loss.

[South America]

Sales increased due to an increase in production volume and an increase in new vehicle model development sales, including die and die equipment, even though material unit prices declined. Profits increased due to an increase in new vehicle model development sales and the effect of increased production, despite an increase in the royalty burden and higher labor costs caused by inflation.

◆Sales and operating profit or loss by region

Region	Sales			Operating profit or loss		
	The 13th year (Year ended March 31, 2024)	The 14th year (Year ended March 31, 2025)	Year-on-year change (%)	The 13th year (Year ended March 31, 2024)	The 14th year (Year ended March 31, 2025)	Year-on-year change (%)
	Amount (Billions of yen)	Amount (Billions of yen)		Amount (Billions of yen)	Amount (Billions of yen)	
Japan	60.4	68.9	14.1	4.6	5.7	24.3
North America	119.5	125.8	5.2	4.0	5.0	24.6
Europe	36.3	37.5	3.3	2.7	2.9	5.6
Asia	49.0	40.3	△17.8	3.1	1.6	△48.9
China	71.5	57.8	△19.2	0.5	△0.1	△131.9
South America	17.1	18.1	5.3	1.2	1.2	0.9
Consolidation adjustment	△9.3	△9.0	-	0.2	0.1	△12.4
Total	344.6	339.2	△1.6	16.2	16.4	0.8

(Note) The above figures are rounded to the nearest 100 million yen. Year-on-year change ratio is calculated in units of million yen.

◆Sales by business segment

Business segment	The 13th year (Year ended March 31, 2024)		The 14th year (Year ended March 31, 2025)		Year-on-year change (%)
	Amount (Billions of yen)	Composition ratio (%)	Amount (Billions of yen)	Composition ratio (%)	
Auto body components	316.0	91.7	304.7	89.8	△3.6
New vehicle model development	19.6	5.7	24.0	7.1	22.4
Transmission parts	8.8	2.6	8.3	2.5	△5.4
Other	0.2	0.0	2.2	0.7	1340.9
Total	344.6	100.0	339.2	100.0	△1.6

(Note) The above figures are rounded to the nearest 100 million yen. Composition ratio and year-on-year change ratio are calculated in units of million yen.

(ii) Capital expenditures

This period, model investment in conjunction with the launch of new models was ¥5.4 billion (a year-on-year increase of 51.4%). In addition, fundamental investment totaled ¥28.9 billion (a year-on-year increase of 241.4%) due to the start of operations at the Chubu Plant in Japan and N-APAC in China, and total investment was ¥34.3 billion (a year-on-year increase of 184.8%).

Region	Amount (Billions of yen)			Details of fundamental investment
	Model investment	Fundamental investment	Total	
Japan	2.4	14.9	17.3	Chubu Plant building and production facilities, Gunma Plant expansion
North America	0.3	1.1	1.5	Renovation of JSC press machine and renovation of JIC hot stamping machine
Europe	0.1	3.4	3.6	Expansion of G-TES and introduction of new equipment
Asia	0.1	0.6	0.8	Update of welding equipment
China	2.3	8.0	10.4	N-APAC buildings and production facilities
South America	0.0	0.5	0.6	Update of welding equipment
Total	5.4	28.9	34.3	-

(Note) The above figures are rounded to the nearest 100 million yen.

(iii) Financing

We procure funding by borrowing from financial institutions. We maintain a credit rating of “A-” from Rating and Investment Information, Inc. (R&I) and strive to procure stable funds at low interest rates.

(iv) Acquisitions and disposals of shares, other equities, and share acquisition rights in other companies

This item is not applicable.

(2) Status of assets and profit and loss

(Billions of yen)

	The 11th year (FY 2022)	The 12th year (FY 2023)	The 13th year (FY 2024)	The 14th year (FY 2025)	Year-on-year	
					Amount	Ratio (%)
Net sales	236.5	314.3	344.6	339.2	△5.4	△1.6
Operating profit	10.9	12.8	16.2	16.4	0.1	0.8
Ordinary profit	12.5	14.3	18.9	17.5	△1.4	△7.2
Profit attributable to owners of parent	8.9	10.3	13.2	12.4	△0.8	△6.0
Earnings per share (yen)	206.68	238.87	307.52	289.39	△18.13	△5.9
Total assets	282.5	288.7	304.1	321.4	17.3	5.7
Net assets	163.9	176.7	205.4	212.4	7.0	3.4
Net assets per share (yen)	3,543.98	3,829.15	4,449.21	4,626.10	176.89	4.0
Return on equity (%)	6.2	6.5	7.4	6.4	-	-
Return on asset (%)	4.8	5.0	6.4	5.6	-	-
Operating profit margin (%)	4.6	4.1	4.7	4.8	-	-

(Note) The above figures are rounded to the nearest 100 million yen. Profit margin and year-on-year change ratio are calculated in units of million yen.

(3) Capital policy

The Company, with the objective of sustainable growth and the improvement of corporate value in the medium to long term, has 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, specifically, providing a dividend payout ratio of 30% or more and a DOE (dividend on equity) of 3.0% or more by the fiscal year ending March 2031. In the future as well, we will meet the expectations of long-term investors by continuing this basic policy.

The year-end dividend for this consolidated fiscal year, in accordance with the policy described above, and in comprehensive consideration of performance this period, liquidity on hand, and our financial base, etc., is planned to be set at ¥50 per share (a ¥13 increase over the previously announced dividend). Including the interim dividend of ¥37 per share, the annual dividend will be ¥87 per share, a year-on-year increase of ¥20 per share.

For the fiscal year ending March 31, 2026, we plan to pay both interim and year dividends of ¥45 per share, for an annual dividend of ¥90 per share, which is an increase of ¥3 from the previous fiscal year.

(4) Status of major parent company and subsidiaries

(i) Relationship with parent company

This item is not applicable.

(ii) Status of major subsidiaries

Name of Company	Amount of Capital	Voting Rights Ratio	Major Lines of Business
Jefferson Industries Corporation	US\$ 40 million	62.6%	Manufacturing of auto body components
Jefferson Southern Corporation	US\$ 23 million	100.0% (91.3)	Same as above
Austin Tri-Hawk Automotive, Inc.	US\$ 18 million	93.6%	Same as above
Jefferson Elora Corporation	C\$ 24 million	100.0% (88.8)	Same as above
G-TEKT MEXICO CORP. S.A. DE C.V.	US\$ 20 million	100.0%	Manufacturing of auto body components and transmission parts
G-TEKT Europe Manufacturing Ltd.	£12 million	100.0%	Manufacturing of auto body components
G-TEKT Slovakia, s.r.o.	€28 million	100.0% (20.0)	Same as above
G-TEKT (Thailand) Co., Ltd.	THB 140 million	52.3%	Same as above
G-TEKT Eastern Co., Ltd.	THB 581 million	100.0%	Same as above
G-TEKT India Private Ltd.	INR 650 million	100.0%	Same as above
PT.G-TEKT Indonesia Manufacturing	US\$ 61 million	100.0%	Manufacturing of auto body components and transmission parts
Auto Parts Alliance (China) Ltd.	US\$ 38 million	100.0%	Same as above
Wuhan Auto Parts Alliance Co.,Ltd.	US\$ 15 million	100.0%	Manufacturing of auto body components
G-KT do Brasil Ltda.	BRL 52 million	100.0%	Same as above

(Note) 1. The figures stated in brackets in the column of “Voting Rights Ratio” represent the indirect ownership ration.

2. Jefferson Southern Corporation and Jefferson Elora Corporation are subsidiaries of Jefferson Industries Corporation.

(iii) Status of specified wholly owned subsidiaries as of the end of the fiscal year

This item is not applicable.

(iv) Other important status of business combination

Name of Company	Amount of Capital	Voting Rights Ratio	Major Lines of Business
G-ONE AUTO PARTS DE MEXICO, S.A. DE C.V.	US\$60 million	50.0%	Manufacturing of auto body components

(5) Issues that should be addressed

(i) Management vision

The Company, under the corporate credo of respect for human dignity, cutting-edge technology, and sound corporate management, has stated its vision as being to “shape a better future for people and automobiles through the fusion of passion and innovation,” with the objective of contributing to society and becoming a company that meets its expectations, and is promoting sustainable management accordingly.

(ii) Issues that should be addressed with priority

In the automobile industry, which is undergoing dramatic change, the Company, for the survival as a business operator, is promoting initiatives that focuses on the following issues.

① Evolution into a system supplier (Tier 0.5) in the vehicle body area

Although the pace of electrification of automobiles is slower than initially expected, long-term progress is still anticipated, and companies in the automobile industry are devoting considerable manpower to the development of competitive EVs, as well as to new areas such as batteries and motors, while at the same time, constructing new supply chains in different area across the world. It is anticipated that automotive OEMs will expand their use of suppliers as external resources in order to cover the large amount of labor that is needed for this.

The Company regards this to be a business opportunity, and it will make full use of its body in white analysis and production technologies that it has cultivated through to the present, while also actively examining and utilizing external alliances. Through that, it shall evolve from its current status as a Tier 1 supplier, or primary manufacturer, into a Tier 0.5 supplier, which is one stage higher, with the objective of establishing a business model in which it is a “system supplier in the vehicle body area” that receives orders from automotive OEMs at each stage from development to mass production.

At present, the Company is in the process of creating alliances with companies from the perspective of development partnerships, procurement of materials and equipment, and supplementing production capacity—in other words, the G-TEKT network—and of establishing the necessary systems. As an example, the Company is collaborating with specialist external manufacturers and engineering service providers with the aim of further strengthening its technological and development capabilities. Based on the resources augmented through these initiatives, the Company is demonstrating multiple EV-related technologies on a demonstration line at its site in Tokyo. In addition, through collaboration with materials manufacturers and aluminum die casting manufacturers, it is dramatically improving in development efficiency for the “large-scale integrated components” that are the Company’s strategic product.

Going forward, it will continue to strengthen external alliances, and in addition, will continue to work towards commercialization at an early stage.

② Realization of smart factory

The electrification of automobiles has the potential to significantly transform the design and manufacturing of our core product—automotive body parts—and may ultimately lead to fundamental changes in our production methods and even the very concept of the factory itself. Next-generation factories are required to achieve higher levels of productivity and reliability than ever before, supported by advanced and precise management. To realize this, leveraging digital technologies has become essential. In addition, the automation of production plants has become an urgent priority in response to a shrinking labor force, driven by the growing reluctance of younger generations in recent days to enter the manufacturing industry and a declining birthrate. The Company is working to automate production lines, introduce automatic inspection systems,

and utilize big data collected from the worksite to achieve factory automation, while also making efforts to dramatically improve quality and productivity, which are the cornerstones of manufacturing.

As leading examples, the Chubu Plant (Gifu Prefecture) and Nansha Plant (Guangdong Province, China), which have recently begun operations as new factories, have introduced cutting-edge technologies based on DX (digital transformation) and are working to automate production lines, introduce AGVs (automated guided vehicles) and AGFs (automated guided forklifts), and automate on-site logistics through integration with automated warehouse systems.

The Company's efforts to implement smart factories are still in their early stages, but going forward, it will centrally manage in the cloud the vast amounts of data obtained through the automation of production and inspection, and optimize production to bring about further structural reforms. For example, by identifying production status in real time, maintaining inventory at appropriate levels, and flexibly rearranging production plans in response to delivery change requests from customers, the Company aims to build a system that maintains an optimal production state with no waste.

③ Investment in human capital

Based on the credo of "respect human dignity," the Company considers that talent is the most important management resource, and is promoting efforts for growth together with employees to "provide all employees with opportunities for growth and assist in their voluntary upskilling efforts" and "create talent that generates new value towards the next era" under its human resource development policy.

In order to deal with the pressing issues of evolution into a system supplier (Tier 0.5) in the vehicle body area and realization of smart factories, it is essential to have diverse human resources who can actively incorporate and advance digitalization technologies while preserving existing technologies, and who can utilize those technologies to bring about global change.

The company has established various indicators related to improvement of the diversity of human resources and is working to achieve these goals through careful management based on plans and results.

To expand and develop the capabilities of a diverse workforce, the Company supports employee growth and new challenges through three themes of "management development program," "business execution skills enhancement," and "support for autonomous and continuous learning," through which it provides various education and training programs tailored to each employee. In addition, in order to nurture the next generation of executive management, the Company plans to provide the target individuals with job assignments at the time of training, as well as educational programs covering the knowledge necessary for officers, based on a training plan aimed at succession planning.

In addition, in response to the recent increased mobility of human resources, the Company will improve "ease of working" through the establishment of a human resources system that is aimed at employee retention, enhancing welfare, as well as promoting and expanding healthy management. Moreover, based on the awareness that it is important for every single employee to be able to experience "job satisfaction" as well as the "significance and benefits of working at G-TEKT," the Company will strengthen and promote measures to improve engagement, such as expanding communication with the management level, enhancing training at the management level, and matching through interviews with junior employees.

The Group (the Company and its affiliates) is comprised of the Company, 20 consolidated subsidiaries, and one affiliate accounted for by the equity method, and our main business is the manufacture and sale of automobile parts in Japan, North America, Europe, Asia, China, and South America.

The Company manufactures and sells auto parts to domestic customers, and manufacturing and sales to overseas customers are carried out by local subsidiaries and affiliates in North America, Europe, Asia, China, and South America with technical assistance from the Company.

Production equipment such as dies, jigs and tools is mainly supplied by the Company, G-TEKT (Thailand) Co., Ltd. and Auto Parts Alliance (China) Ltd. within the group.

(7) Major offices and plants (as of March 31, 2025)

(i) The Company

Head Office (Saitama-shi, Saitama)

Sales

C&C Tochigi (Takanezawa-machi, Shioya-gun, Tochigi)

Engineering, R&D and Quality Assurance

G-TEKT Technical Center (Hamura-shi, Tokyo)

G-TEKT TOKYO LAB (Hamura-shi, Tokyo)

G-TEKT Quality Assurance Center (Hamura-shi, Tokyo)

Production

Saitama Plant (Fukaya-shi, Saitama)

Hamura Plant (Hamura-shi, Tokyo)

Shiga Plant (Koka-shi, Shiga)

Tochigi Plant (Sakura-shi, Tochigi)

Gunma Plant (Ota-shi, Gunma)

(ii) Subsidiaries

Production

Jefferson Industries Corporation (Ohio, U.S.)

Jefferson Southern Corporation (Georgia, U.S.)

Austin Tri-Hawk Automotive, Inc. (Indiana, U.S.)

Jefferson Elora Corporation (Ontario, Canada)

G-TEKT MEXICO CORP. S.A. DE C.V. (Guanajuato, Mexico)

G-TEKT Europe Manufacturing Ltd. (Gloucester, U.K.)

G-TEKT Slovakia, s.r.o. (Nitra, Slovakia)

G-TEKT (Thailand) Co., Ltd. (Ayutthaya, Thailand)

G-TEKT Eastern Co., Ltd. (Rayong, Thailand)

G-TEKT India Private Ltd. (Rajasthan, India)

PT.G-TEKT Indonesia Manufacturing (West Java, Indonesia)

Auto Parts Alliance (China) Ltd. (Guangzhou, Guangdong Province, China)

Wuhan Auto Parts Alliance Co.,Ltd. (Wuhan, Hubei Province, China)

G-KT do Brasil Ltda. (Sao Paulo, Brazil)

Sales, research and development

G-TEKT North America Corporation (Michigan, U.S.)

G-TEKT (Deutschland) GmbH. (Bavaria, Germany)

G-TEKT (Shanghai) Technical & Trading Co., Ltd. (Shanghai, China)

(8) Employees (as of March 31, 2025)

(i) Employees of the G-TEKT Group

Number of employees	Change in the number since the previous fiscal year end
8,162 [1,575]	(168) [(246)]

(Note) Number of employees means the number of full-time employees (including employees temporarily transferred to the Company), and the number of temporary employees on the annual average is stated in brackets.

(ii) Employees of the Company

Number of employees	Change in the number since the previous fiscal year end	Average age	Average service years
1,209 (Men: 1,108 Women: 101)	43	40 years and 7 months	16 years and 4 months

(Note) Number of employees means the number of full-time employees (including employees temporarily transferred to the Company), the following number of employees does not include: 524 temporary employees, 6 employees transferred to other companies and 86 employees transferred to overseas subsidiaries.

(9) Main loan lenders (as of March 31, 2025)

(Millions of yen)

Name of loan lender	Amount of loan
MUFG Bank, Ltd.	24,056
Sumitomo Mitsui Banking Corporation	10,249
Mizuho Bank, Ltd.	5,700
Saitama Resona Bank,Limited	3,728
Nomura Securities Co., Ltd.	2,000

(10) Other important matters concerning the present state of the G-TEKT Group

This item is not applicable.

2. Company Shares (as of March 31, 2025)

(1) Total number of authorized shares: 100,000,000 shares

(2) Total number of issued shares: 43,931,260 shares (including the Company's treasury stock 545,197 shares)

(3) Number of shareholders: 23,388 [Change in the number since the previous fiscal year end: 5,511]

(4) Principal shareholders

Shareholders	Number of shares held (shares)	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

(Note) 1. The Shareholding Ratio is calculated after deducting 545,197 treasury stock.

2. The treasury stock does not include 586,391 shares for performance-based remuneration owned by Custody Bank of Japan, Ltd.
(Trust Account)

(5) Status of shares issued to Board Members and Audit & Supervisory Board Members of the Company as consideration for their execution of duties during the fiscal year ended March 31, 2025

Classification	Number of shares	Number of grantees
Board Members (excluding Outside Board Members)	Common stock 0	0
Outside Board Members	Common stock 0	0
Audit & Supervisory Board Members	Common stock 0	0

3. Matters relating to shares held by the Company

(1) Policy on cross-shareholdings of the Company

The Company, upon comprehensive decision-making on the maintenance and strengthening of business relationships, the necessity for business operations, as well as economic rationality, etc., holds listed shares, annual reviews of which are conducted by the Board of Directors, and stocks with little meaning to hold are sold as appropriate.

(2) Standards for the exercising of voting rights of the Company

The exercising of voting rights in relation to held shares is performed appropriately upon examining the possibility of the content of each proposal causing damage to the corporate value of the Company, whether or not such content will be useful for the sound operation of the issuing company, and whether or not it can be expected to improve corporate value.

(3) Stock investments for purposes other than net investment

Brand	Number of shares (shares)	Amount stated on balance sheet (Millions of yen)	Purpose of holding
HANWA Co., Ltd.	39,221	191	Maintenance and enhancement of long-term trading relationship
AIDA ENGINEERING, LTD.	14,674	13	Maintenance and enhancement of long-term trading relationship

4. Particulars Regarding the Company's Officers

(1) Names etc. of Board Members and Audit & Supervisory Board Members (as of March 31, 2025)

Position	Name	Responsibilities in the company and significant positions concurrently held
President, Chief Executive Officer of the Company	Naohiro Takao	
Member of the Board, Senior Managing Officer of the Company	Hiroshi Seko	Engineering Operations Director
Member of the Board, Managing Officer of the Company	Fumihiko Hirotaki	Sales Operations Director
Member of the Board, Managing Officer of the Company	Akira Kakizaki	Chief Operating Officer for Regional Operations (North America) Managing Director of Jefferson Industries Corporation
Independent Outside Member of the Board of the Company	Keiji Kasamatsu	

Position	Name	Responsibilities in the company and significant positions concurrently held
Independent Outside Member of the Board of the Company	Rieko Inaba	Professor of Department of Computer Science, Tsuda University
Audit & Supervisory Board Member	Kesao Tamura	
Audit & Supervisory Board Member	Yoshiaki Kawakubo	
Independent Outside Audit & Supervisory Board Member	Yasunori Niizawa	Tax accountant Outside Audit & Supervisory Board Member of Kanto Construction Co., Ltd.
Independent Outside Audit & Supervisory Board Member	Yasuo Kitamura	Attorney at law Outside Board Member of LITALICO Inc. (Audit & Supervisory Committee Member)

(Note) 1. Board Members Keiji Kasamatsu and Rieko Inaba are Outside Board Members.

2. Board Member Keiji Kasamatsu has management experiences in other company, and has broad insight and extensive experience of a corporate management.
3. Board Member Rieko Inaba has broad insight and extensive experience as a researcher at a higher education institution.
4. Audit & Supervisory Board Members Yasunori Niizawa and Yasuo Kitamura are Outside Audit & Supervisory Board Members.
5. Audit & Supervisory Board Member Yasunori Niizawa is a qualified tax accountant, and has considerable knowledge in taxation.
6. Audit & Supervisory Board Member Yasuo Kitamura is a qualified attorney at law, and has broad insight and extensive experience.
7. Board Members Keiji Kasamatsu and Rieko Inaba, and Audit & Supervisory Board Members Yasunori Niizawa and Yasuo Kitamura have been registered as independent officers with the Tokyo Stock Exchange.

(2) Indemnity agreement

The Company has entered into an indemnity agreement prescribed in Article 430-2, paragraph (1) of the Companies Act on an individual basis with Board Members and Audit & Supervisory Board Members under which the Company indemnifies them against costs referred to in item (i) and losses referred to in item (ii) of said paragraph to the extent prescribed by laws and regulations. This is provided, however, that indemnification is conditional, e.g., in cases where a Director is found to have executed his/her duties for the purpose of unjustly benefiting him/herself or a third party or inflicting a loss to the Company, the Director shall be required to reimburse the costs, etc., from which he/she has been indemnified.

(3) Summary of details of directors and officers liability insurance policy

The Company has entered into a directors and officers liability insurance policy with an insurance company as prescribed in Article 430-3 Paragraph 1 of the Companies Act, and a summary of the insured and the contents of said insurance policy are provided below.

- Insured: Board Members, Audit & Supervisory Board Members, Executive Officers, management personnel, officers and employees who are dispatched as officers to a non-subsidiary external corporate entity

- Summary of the contents

- Ratio to be borne by the insured..... Board Members, Audit & Supervisory Board Members, and Executive Officers are to bear approximately 10% of the insurance premiums.

- Insurance incidents subject to compensation... Damage incurred by the insured through claims for damages, etc., that are filed during the insurance term in relation to the execution of the duties of the insured.

(4) Amount of remuneration for Board Members and Audit & Supervisory Board Members

Classification	Total amount of remuneration, etc. (Millions of yen)	Amount of remuneration, etc., by type (Millions of yen)			Number of people
		Basic remuneration	Performance-based remuneration (bonus)	Non-monetary remuneration (share-based remuneration)	
Board Members [of which Outside Board Members]	252 [10]	169 [10]	39 [-]	44 [-]	6 [2]
Audit & Supervisory Board Members [of which Outside Audit & Supervisory Board Members]	40 [9]	40 [9]	- [-]	- [-]	4 [2]
Total	293	209	39	44	10

- (Note) 1. The maximum remuneration for Board Members was set at ¥500 million per year at the extraordinary general meeting of shareholders held on February 25, 2011. There were six Board Members as of the conclusion of said annual general meeting of shareholders.
2. The amount of monetary remuneration for Audit & Supervisory Board Members was set at up to ¥60 million per year at the annual general meeting of shareholders held on December 22, 1993. There were two Audit & Supervisory Board Members as of the conclusion of said annual general meeting of shareholders.
3. The introduction of the system for share-based remuneration was approved at the Ordinary General Meeting of Shareholders held on June 19, 2015, and the continuation of the system was approved at the Ordinary General Meeting of Shareholders held on June 22, 2018. There were eight and seven Board Members, respectively, as of the conclusion of said annual general meeting of shareholders.
4. Bonuses are performance-based remuneration aimed at increasing the motivation to contribute while taking appropriate risks for improving business performance, and operating profit, etc. is used as a performance indicator. The amount of bonus is determined by multiplying operating profit for the current fiscal year under review as the standard by a coefficient determined according to the growth rate of operating profit.
5. Issuance of share-based remuneration to Board Members in the form of non-monetary remuneration, etc. The Company has introduced a share-based remuneration system using a trust, points are granted for each fiscal year, and shares are delivered according to the total number of points when each officer retires. It consists of a non-performance-based component to increase motivation to contribute to medium- to long-term improvement of the stock price, and a performance-based component to increase motivation to contribute to short-term improvement of business performance using operating profit as a performance indicator. The amount of performance-based remuneration is determined by multiplying the standard amount for each position by a coefficient according to the performance of operating profit, and points equivalent to ¥15 million were granted in the current fiscal year under review. The trend of operating profit including the current fiscal year under review is as described in “Status of assets and profit and loss.”

(5) Remuneration, etc. for Board Members

- (i) Matters relating to the decision-making policy for the content of individual remuneration, etc. for Board Member

■ Summary

The Company has prescribed a decision-making policy for the content of individual remuneration, etc. for Board Member (“Decision Making Policy”), and the content of individual remuneration, etc. for Board Member, is determined based on this Decision Making Policy,

with the objectives of raising the motivation of officers to contribute towards enabling sustainable growth and the improvement of corporate value, as well as towards improving short- and medium-term performance.

<<Composition of remuneration>>

The remuneration system comprises three elements, namely “basic remuneration,” which is a fixed and monthly salary; “bonuses,” which are linked to short-term performance; and “share-based remuneration,” which is linked to stock price and performance. The distribution of remuneration (the ratio of remuneration by type) is based on a ratio of “basic remuneration : bonuses : share-based remuneration = 7:1:2.”

Bonuses and share-based remuneration are not paid to non-executive Board Members, including Outside Board Members.

<<Basic remuneration>>

For President and Executive Officers and below, remuneration is set as a fixed monthly salary, in accordance with the position, in consideration also of the individual’s responsibilities, length of service, as well as standards and employee salary levels at other companies.

<<Bonuses>>

In regard to bonuses, a performance coefficient is determined in consideration of various circumstances, such as operating profit margin, year on year growth rate of operating profit, ROE, and contribution to ESG (Environment, i.e., climate change, Social contribution activities and Governance), etc., based on operating profit this period, and the aggregate amount is determined accordingly.

Individual remuneration is calculated by multiplying the standard amount determined in accordance with position by the coefficient in accordance with the level of contribution, and is paid at the defined time each year.

<<Share-based remuneration>>

We have introduced a share-based remuneration system that uses a trust, in which we grant points each fiscal year and issue shares in accordance with the total number of points at the time the officer leaves their position. This comprises a non-performance based part for the medium- to long-term improvement of the stock price, as well as a short-term performance-based part, and the specific allocation of points is determined by the Board of Directors and operated based on the Share Issuance Rules.

<<Method for determining remuneration>>

Basic remuneration, bonuses, and share-based remuneration, including the content of individual remuneration, etc., are discussed at the voluntary Remuneration Advisory Committee, which is chaired by the lead independent Outside Board Member. The final decision is made by the Board of Directors and entrusted to the President, based on the results of deliberation by the voluntary Remuneration Advisory Committee.

■ Decision-making policy determination method

The decision-making policy was resolved at the meeting of the Board of Directors held on February 25, 2022 and February 2, 2023, in order to establish remuneration that is targeted at the realization of the management policy, and based on the content of deliberations on the proposals deliberated by the voluntary Remuneration Advisory Committee.

■ Reasons for the determination by the Board of Directors that the amount of individual remuneration is in line with the decision-making policy

At the time of the determination of the content of individual remuneration, etc. for Board Member, as a voluntary Remuneration Advisory Committee chaired by an independent Outside Board Member conducted a verification of the proposal in light of the decision-making policy, the Board of Directors has determined that the content of the deliberations was in line with the basic policy.

(ii) Matters relating to the entrustment of decisions on the content of individual remuneration, etc. for Board Member

The content of individual remuneration for Board Member in this fiscal year was determined by President Naohiro Takao, based on the resolution of delegation of the Board of Directors.

The content of the authority is the amount of basic remuneration, the amount of bonuses, and the number of shares in share-based remuneration for each Board Member, as well as the distribution of basic remuneration, bonuses, and share-based remuneration. The reason for the delegation of such authority is because the President is a suitable person for evaluating the duties and achievements of each Board Member, in consideration of business performance in light of the business environment surrounding the Company, as well as based on the function of each department as an organization. It should be noted that in order to ensure that the delegated authority is exercised appropriately, the remuneration of each Board Member is deliberated by the voluntary Remuneration Advisory Committee established by the Board of Directors, after which said advisory committee presents a report.

(6) Matters concerning Outside Board Members and Outside Audit & Supervisory Board Members

(i) Status of important concurrent positions with other corporate entities, etc. (in the case of being a business executor of another corporate entity, etc.), and the relationship between the Company and such other corporate entities, etc.

This item is not applicable.

(ii) Status of important concurrent positions of Outside Board Members or Outside Audit & Supervisory Board Members with other corporate entities, etc., and the relationship between the Company and such other corporate entities, etc.

- Audit & Supervisory Board Member Yasunori Niizawa is an Outside Audit & Supervisory Board Member of Kanto Kensetsu Kogyo K.K. It should be noted that there are no major transactions or other special relationships between the Company and said other corporate entities, etc.
- Audit & Supervisory Board Member Yasuo Kitamura is an Outside Board Member (Audit & Supervisory Committee Member) of LITALICO Inc. It should be noted that there are no major transactions or other special relationships between the Company and said other corporate entities, etc.

(iii) Status of major activities this fiscal year

- Status of attendance at Board of Directors meetings and Audit & Supervisory Board meetings

	Board of Directors meetings (13 held)		Audit & Supervisory Board meetings (13 held)	
	Number attended (meetings)	Attendance ratio (%)	Number attended (meetings)	Attendance ratio (%)
Board Member Keiji Kasamatsu	13	100.0	-	-
Board Member Rieko Inaba	13	100.0	-	-
Audit & Supervisory Board Member Yasunori Niizawa	13	100.0	13	100.0
Audit & Supervisory Board Member Yasuo Kitamura	13	100.0	13	100.0

(Note) In addition to the number meetings of the Board of Directors held in the above table, one resolution was adopted in writing that was deemed to be a resolution of the Board of Directors in accordance with Article 370 of the Companies Act and the Articles of Incorporation.

- Remarks at meetings of the Board of Directors

Board Members Keiji Kasamatsu, and Rieko Inaba have made remarks from an objective perspective towards improving the transparency of corporate management. Audit & Supervisory Board Members Yasunori Niizawa and Yasuo Kitamura have both made remarks towards ensuring the appropriateness of the decision- making by the Board of Directors.

- Remarks at meetings of the Audit & Supervisory Board

Audit & Supervisory Board Members Yasunori Niizawa and Yasuo Kitamura have both made remarks from an objective perspective and specialist position as necessary in their role as Outside Audit & Supervisory Board Members.

- Status of activities at the Nomination Advisory Committee and Remuneration Advisory Committee

At the voluntary Nomination and Remuneration Advisory Committee, Committee Chairperson Keiji Kasamatsu, Board Member, Rieko Inaba, as Committee members, make statements from an objective perspective regarding the appointment and remuneration of officers of the Company.

- Overview of duties performed in relation to roles expected to be fulfilled by Outside Board Members

- Outside Board Member Keiji Kasamatsu

Outside Board Member Mr. Keiji Kasamatsu possesses a high level of insight into management as a person with experience in corporate management and has expressed his opinions on investment and financial management decisions from a sophisticated perspective based on his expertise and knowledge in the automotive industry. He has provided guidance on business management measures, including personnel systems, thereby exercising a supervisory function on overall management as a Board Member.

- Outside Board Member Rieko Inaba

She has gained insight in a wide range of fields, including education and cross-cultural communication through the use of information processing technology, as a researcher at a higher education institution, and has demonstrated a supervisory function for management in general at the Board of Directors by providing logical and objective advice for the information security measures, upon having gained an understanding of the corporate activities of the Company from a new perspective.

(iv) Summary of details of limited liability agreement

The Company has entered into an agreement that limits liability as prescribed in Article 423 Paragraph 1 of the Companies Act, and liability is limited to the amount prescribed in Article 425 Paragraph 1 of the Companies Act.

5. Financial Auditor

(i) Name Deloitte Touche Tohmatsu LLC

(ii) Amount of remuneration, etc.

	Payment amount (Millions of yen)
The amount of remuneration, etc., for duties (audit certification duties) prescribed in Article 2 Paragraph 1 of the Certified Public Accountants Act.	64
Total amount of money and other property gain that should be paid by the Company and its subsidiaries to the Financial Auditor	68

- (Note) 1. The reason for the Company's Audit & Supervisory Board having agreed to the Financial Auditor remuneration, etc., is because the estimated remuneration, etc., for the auditing of the 14th period submitted by Deloitte Touche Tohmatsu LLC to President Naohiro Takao was examined by both parties, and was determined to be valid as a result of a comparison between the audit plan of the Financial Auditor for the 14th period and actual performance in the 13th period by the Company's Audit & Supervisory Board.
2. Of the major subsidiaries of the Company, Jefferson Industries Corporation, Jefferson Southern Corporation, G-TEKT MEXICO CORP. S.A. DE C.V., Jefferson Elora Corporation, G-TEKT (Thailand) Co., Ltd., G-TEKT Eastern Co., Ltd., Thai G&B Manufacturing Ltd., and G-KT do Brasil Ltda. have been audited by member firms of Deloitte Touche Tohmatsu (a federation based on the laws and regulations of the United Kingdom). In addition, Austin Tri-Hawk Automotive, Inc., G-TEKT America Corporation, G-TEKT Europe Manufacturing Ltd., G-TEKT Slovakia, s.r.o., Auto Parts Alliance (China) Ltd., Wuhan Auto Parts Alliance Co., Ltd., Conghua Auto Parts Alliance (China) Ltd., G-TEKT India Private Ltd., and PT.G-TEKT Indonesia Manufacturing have undergone audits by a certified public accountant or an audit firm (includes persons who hold qualifications equivalent to these in foreign countries) other than the Company's Financial Auditor.
3. The amount of audit remuneration, etc., for the audit under the Companies Act and the audit under the Financial Instruments and Exchange Act is not clearly distinguished in the audit agreement between the Company and the Financial Auditor, and is unable to be properly classified, and therefore, the total amount of these has been stated in remuneration, etc., based on audit certification business.

(iii) Policy for decisions on dismissal and non-reappointment of Financial Auditor

The Audit & Supervisory Board, in the event of deeming it necessary, such as where there is hindrance to the execution of duties of the Financial Auditor, by resolution of the Audit & Supervisory Board, may make the dismissal or non-reappointment of the Financial Auditor subject to resolution at a general meeting of shareholders.

In addition, in the event of the Financial Auditor being deemed to fall applicable under any of the items of Article 340 Paragraph 1 of the Companies Act, the Audit & Supervisory Board shall dismiss the Financial Auditor upon the agreement of all Audit & Supervisory Board Members. In such a case, the Audit & Supervisory Board Member selected by the Audit & Supervisory Board shall report the fact of the dismissal of the Financial Auditor as well as the reason(s) for the dismissal at the first general meeting of shareholders held after the dismissal is performed.

(iv) Summary of details of limited liability agreement

This item is not applicable.

(v) Indemnity agreement

This item is not applicable.

Consolidated Balance Sheet (as of March 31, 2025)

(Millions of yen)

Item	The 14th year As of March 31, 2025	(Reference) The 13th year As of March 31, 2024	Item	The 14th year As of March 31, 2025	(Reference) The 13th year As of March 31, 2024
Assets			Liabilities		
Current assets	141,416	132,903	Current liabilities	77,375	68,534
Cash and deposits	43,002	44,575	Accounts payable - trade	32,395	30,485
Notes and accounts receivable - trade	48,187	47,195	Short-term borrowings	19,605	10,969
Finished goods	2,044	2,161	Current portion of long-term borrowings	7,883	9,263
Work in process	34,724	25,302	Accounts payable - other	7,691	8,685
Raw materials	4,385	4,957	Income taxes payable	2,325	818
Supplies	1,913	1,667	Advances received	2,648	3,648
Other	7,157	7,043	Provision for bonuses	1,642	1,572
Non-current assets	179,970	171,225	Other	3,183	3,089
Property, plant and equipment	165,877	155,952	Non-current liabilities	31,654	30,201
Buildings and structures	74,034	64,515	Long-term borrowings	21,935	19,648
Machinery, equipment and vehicles	48,207	42,018	Retirement benefit liability	1,251	489
Tools, furniture and fixtures	11,176	13,139	Provision for share awards for directors (and other officers)	517	459
Land	16,250	16,421	Deferred tax liabilities	5,353	6,981
Construction in progress	16,208	19,857	Other	2,595	2,623
Intangible assets	1,303	1,233	Total liabilities	109,029	98,735
Investments and other assets	12,789	14,039	Net assets		
Investment securities	10,986	13,196	Shareholders' equity	157,811	148,812
Retirement benefit assets	1,081		Share capital	4,656	4,656
Deferred tax assets	361	444	Capital surplus	23,622	23,622
Other	367	406	Retained earnings	131,508	122,069
Allowance for doubtful accounts	(8)	(8)	Treasury shares	(1,975)	(1,535)
			Accumulated other comprehensive income	40,183	42,854
			Valuation difference on available-for-sale securities	1,596	3,350
			Foreign currency translation adjustment	37,846	38,801
			Remeasurements of defined benefit plans	740	702
			Non-controlling interests	14,361	13,726
Total assets	321,386	304,129	Total net assets	212,357	205,393
			Total liabilities and net assets	321,386	304,129

Consolidated Statement of Income (April 1, 2024 to March 31, 2025)

(Millions of yen)

Item	The 14th year (April 1, 2024 to March 31, 2025)	(Reference) The 13th year (April 1, 2023 to March 31, 2024)
Net sales	339,233	344,601
Cost of sales	304,995	311,463
Gross profit	34,237	33,138
Selling, general and administrative expenses	17,856	16,895
Operating profit	16,380	16,242
Non-operating income	2,425	3,758
Interest income	935	815
Dividend income	277	188
Foreign exchange gains	-	1,616
Share of profit of entities accounted for using equity method	689	465
Gain on sale of scraps	280	218
Other	241	453
Non-operating expenses	1,277	1,105
Interest expenses	706	1,023
foreign exchange loss	384	-
Other	185	82
Ordinary profit	17,529	18,896
Extraordinary income	736	48
Gain on sale of non-current assets	89	48
Gain on sale of investment securities	646	-
Extraordinary losses	996	573
Loss on sale of non-current assets	66	8
Loss on retirement of non-current assets	327	-
Early retirement bonus	601	-
Loss on liquidation of subsidiaries	-	342
Loss on liquidation of business	-	222
Profit before income taxes	17,269	18,371
Income taxes - current	4,764	3,701
Income taxes - deferred	(648)	620
Profit	13,153	14,049
Profit attributable to non-controlling interests	712	808
Profit attributable to owners of parent	12,440	13,240

(Reference)

Consolidated Statement of Cash Flows (April 1, 2024 to March 31, 2025)

(Millions of yen)

Item	Amount
Cash flows from operating activities	22,540
Cash flows from investing activities	(30,045)
Cash flows from financing activities	5,774
Effect of exchange rate change on cash and cash equivalents	85
Net increase (decrease) in cash and cash equivalents	(1,645)
Cash and cash equivalents at beginning of period	32,846
Cash and cash equivalents at end of period	31,201

Non-Consolidated Financial Statements

Non-Consolidated Balance Sheet (as of March 31, 2025)

(Millions of yen)

Item	The 14th year As of March 31, 2025	(Reference) The 13th year As of March 31, 2024	Item	The 14th year As of March 31, 2025	(Reference) The 13th year As of March 31, 2024
Assets			Liabilities		
Current assets	40,381	31,949	Current liabilities	28,603	21,741
Cash and deposits	1,139	1,927	Accounts payable-trade	6,373	5,448
Notes receivable-trade	1,086	664	Short-term borrowings	11,200	5,800
Accounts receivable-trade	14,357	12,587	Current portion of long-term borrowings	6,748	6,144
Finished goods	406	449	Accounts payable	1,877	2,571
Work in process	15,756	9,977	Advances received	61	264
Raw materials	285	331	Accrued expenses	242	90
Supplies	803	720	Income taxes payable	854	133
Advance payments	157	49	Deposits received	135	204
Accounts receivable-other	4,961	3,844	Provision for bonuses	1,061	925
Short-term loans receivable from subsidiaries and associates	388	393	Other	48	158
Other	1,038	1,003	Non-current liabilities	22,905	20,414
Non-current assets	106,180	101,576	Long-term borrowings	21,773	18,342
Property, plant and equipment	46,043	38,926	Provision for retirement benefits	-	334
Buildings	16,367	11,085	Provision for share awards for directors (and other officers)	517	459
Structures	638	269	Asset retirement obligations	342	304
Machinery and equipment	14,191	6,778	Deferred tax liabilities	232	930
Vehicles	548	36	Other	38	41
Tools, furniture and fixtures	2,740	2,446	Total liabilities	51,508	42,155
Land	8,670	8,652	Net assets		
Construction in progress	2,885	9,655	Shareholders' equity	93,457	88,019
Intangible assets	809	814	Share capital	4,656	4,656
Leasehold interests in land	69	69	Capital surplus	23,657	23,657
Software	730	735	Legal capital surplus	23,333	23,333
Telephone subscription right	9	9	Other capital surplus	323	323
Investments and other assets	59,327	61,836	Retained earnings	67,118	61,240
Investment securities	205	934	Legal retained earnings	369	369
Shares of subsidiaries and associates	54,689	56,452	Other retained earnings	66,749	60,871
Long-term loans receivable from subsidiaries and associates	4,261	4,315	Reserve for property replacement	14	16
Prepaid pension costs	32	-	General reserve	10,800	10,800
Other	145	142	Retained earnings brought forward	55,934	50,055
Allowance for doubtful accounts	(8)	(8)	Treasury shares	(1,975)	(1,535)
			Valuation and translation adjustments	1,596	3,350
			Valuation difference on available-for-sale securities	1,596	3,350
			Total net assets	95,053	91,370
Total assets	146,562	133,526	Total liabilities and net assets	146,562	133,526

Non-Consolidated Statement of Income (April 1, 2024 to March 31, 2025)

(Millions of yen)

Item	The 14th year (April 1, 2024 to March 31, 2025)	(Reference) The 13th year (April 1, 2023 to March 31, 2024)
Net sales	68,917	60,387
Cost of sales	55,676	48,821
Gross profit	13,241	11,566
Selling, general and administrative expenses	7,569	7,000
Operating profit	5,672	4,566
Non-operating income	4,417	6,919
Interest income	92	100
Dividend income	3,957	5,095
Foreign exchange gains	-	1,459
Gain on sale of scraps	241	172
Other	126	90
Non-operating expenses	440	117
Interest expenses	164	113
Foreign exchange loss	265	-
Other	10	4
Ordinary profit	9,649	11,367
Extraordinary income	649	1
Gain on sale of non-current assets	2	1
Gain on sale of investment securities	646	-
Extraordinary losses	0	197
Loss on sale of non-current assets	0	-
Loss on liquidation of subsidiaries	-	197
Profit before income taxes	10,298	11,171
Income taxes – current	1,379	797
Income taxes - deferred	40	1,250
Profit	8,879	9,123

Audit Report by the Audit & Supervisory Board

This document has been translated from the original Japanese version for reference purposes only. In the event of any discrepancy between this translated document and the original Japanese version, the latter shall prevail in all respects.

Audit Report

The Audit & Supervisory Board has prepared this Audit Report after deliberation based on the audit reports prepared by each Audit & Supervisory Board Member in relation to the performance of the Board Members' duties during the 14th fiscal year starting on April 1, 2024 and ending on March 31, 2025, and hereby reports as follows:

1. Method and details of audit conducted by the Audit & Supervisory Board Members and the Audit & Supervisory Board
 - (1) The Audit & Supervisory Board determined the audit policy and assignment of duties, etc., received reports on the status and results of audit from each Audit & Supervisory Board Member, as well as the status of performance of duties from the Board Members and the Financial Auditor, and requested explanations, where necessary.
 - (2) Each Audit & Supervisory Board Member, in compliance with the Audit & Supervisory Board Members' audit standards established by the Audit & Supervisory Board, and in accordance with the audit policy and assignment of duties, etc., communicated with Board Members, internal audit department and other employees, etc., collected information, maintained an audit environment, and conducted an audit in the following methods:
 - (i) Each Audit & Supervisory Board Member attended board meetings, and other important meetings, received reports from Board Members and employees, etc. regarding the status of performance of their duties, requested explanations, where necessary, reviewed material draft proposal documents, and inspected the status of business and assets at the head office, major offices and plants. As for subsidiaries, Audit & Supervisory Board Members communicated and exchanged information with their Board Members and Audit & Supervisory Board Members etc., received reports on business, as necessary.
 - (ii) Each Audit & Supervisory Board Member received regular reports from Board Members and employees, etc. on the status of establishment and operation of the system to ensure that the performance of the Board Members' duties, as described in the Business Report, complies with the applicable laws and regulations and the Articles of Incorporation, as well as the board resolution concerning the establishment of a system provided in Article 100, Paragraphs 1 and 3 of the Ordinance for Enforcement of the Companies Act, which is required in order to ensure the appropriate performance of business by the corporate group comprising a joint stock corporation and its subsidiaries, and the system established based on said resolution (internal control system), requested explanations and expressed opinions, when necessary.
 - (iii) Each Audit & Supervisory Board Member monitored and reviewed whether the Financial Auditor maintains independence and conducts an appropriate audit, and received reports on the status of performance of duties from the Financial Auditor, and requested explanations, where necessary. In addition, each Audit & Supervisory Board Member received a notice from the Financial Auditor stating that "a system to ensure appropriate performance of duties" (as indicated in each item of Article 131 of the Ordinance on Company Accounting) is in place in accordance with the "Quality Control Standards for Audit" (Business Accounting Council), etc., and requested explanations, as necessary.

Based on the above method, each Audit & Supervisory Board Member reviewed the Business Report and its supporting documents, financial statements (Non-consolidated Balance Sheet, Non-consolidated Statement of Income, Non-consolidated

Statement of Changes in Net Assets and Notes to Non-consolidated Financial Statements) and supplementary schedules, and consolidated financial statements (Consolidated Balance Sheet, Consolidated Statement of Income, Consolidated Statement of Changes in Net Asset and Notes to Consolidated Financial Statements) for the subject fiscal year.

2. Results of Audit

(1) Results of audit of the Business Report, etc.

- (i) We confirm that the Business Report and its supporting documents accurately present the status of the Company in accordance with the applicable laws and regulations and the Articles of Incorporation.
- (ii) There are no improper actions, or material events which violate any of the applicable laws or regulations or the Articles of Incorporation, in relation to the execution of the Board Members' duties.
- (iii) We confirm that the resolution of the board concerning the internal control system is appropriate. There are no matters to note regarding the descriptions of the Business Report and the execution of the Board Members' duties in relation to the internal control system.

(2) Results of audit of the financial statements and their supporting documents

We confirm that the method and results of audit by the Financial Auditor, Deloitte Touche Tohmatsu LLC, are appropriate.

(3) Results of audit of the consolidated financial statements

We confirm that the method and results of audit by the Financial Auditor, Deloitte Touche Tohmatsu LLC, are appropriate.

May 14, 2025

G-TEKT CORPORATION Audit & Supervisory Board

Kesao Tamura,	Audit & Supervisory Board Member	[seal]
Yoshiaki Kawakubo,	Audit & Supervisory Board Member	[seal]
Yasunori Niizawa,	Outside Audit & Supervisory Board Member	[seal]
Yasuo Kitamura,	Outside Audit & Supervisory Board Member	[seal]

END