

[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 5, 2026

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 15th Ordinary General Meeting of Shareholders

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

Now, the 15th 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 documents, etc., (except for voting rights exercise form) for this General Meeting of 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 22, 2026 (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 15th Fiscal Year (April 1, 2025 – March 31, 2026) and results of audits by the Auditor and the Audit & Supervisory Board

2. Non-Consolidated Financial Statements for the Company’s 15th Fiscal Year (April 1, 2025 – March 31, 2026)

Proposals to be resolved:

Proposal No. 1 Appropriation of Surplus

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

Proposal No. 3 Election of One (1) Audit & Supervisory Board Member

- 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 22, 2026

Please bring and present the enclosed 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 19, 2026

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 19, 2026

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 15th 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: | ¥51 per share of common stock of the Company Total cash dividends of ¥2,212,688,907 |
| (iii) Effective date of dividend of surplus | June 23, 2026 |

The annual dividend including interim dividend of ¥45 per share will be ¥96 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 | | 12/12 |
| 2 | Hiroshi Seko | Reappointment | Member of the Board, Senior Managing Officer of the Company | Chief General Manager of Engineering Operations | 12/12 |
| 3 | Fumihiko Hirotaki | Reappointment | Member of the Board, Senior Managing Officer of the Company | Chief General Manager of Sales Operations | 12/12 |
| 4 | Akira Kakizaki | Reappointment | Member of the Board, Managing Officer of the Company | Chief General Manager of Regional Operations (North America) and Managing Director of JIC | 12/12 |
| 5 | Keiji Kasamatsu | Reappointment Outside Independent | Member of the Board | | 12/12 |
| 6 | Rieko Inaba | Reappointment Outside Independent | Member of the Board | | 12/12 |

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 19 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 | <p>Naohiro Takao (August 27, 1960)</p> <p>Number of shares held: 1,425,353 (including 138,777 shares to be issued based on performance-based remuneration)</p> <p style="border: 1px solid black; display: inline-block; padding: 2px;">Reappointment</p> | <p>April 1983</p> <p>April 1986</p> <p>June 1990</p> <p>March 1993</p> <p>August 1993</p> <p>June 1994</p> <p>June 1995</p> <p>May 1996</p> <p>March 1997</p> <p>March 1999</p> <p>September 1999</p> <p>May 2004</p> <p>April 2006</p> <p>April 2011</p> <p>November 2011</p> <p>February 2012</p> <p>April 2014</p> <p>April 2015</p> <p>June 2015</p> <p>April 2016</p> | <p>Joined Honda Motor Co., Ltd.</p> <p>Joined Takao Kinzoku Kogyo Co., Ltd.</p> <p>Business Division General Manager of Takao Kinzoku Kogyo Co., Ltd.</p> <p>Member of the Board of Takao Kinzoku Kogyo Co., Ltd.</p> <p>Research & Development and Planning Division General Manager of Takao Kinzoku Kogyo Co., Ltd.</p> <p>Sales Operations Director of Takao Kinzoku Kogyo Co., Ltd.</p> <p>President of Takao (Thailand) Co., Ltd. (currently G-TEKT (Thailand) Co., Ltd.)</p> <p>President of Takao Eastern Co., Ltd. (currently G-TEKT Eastern Co., Ltd.)</p> <p>Member of the Board, Managing Director of Takao Kinzoku Kogyo Co., Ltd.</p> <p>President of Takao America Corporation (currently G-TEKT America Corporation)</p> <p>Sales Operations Director and Overseas Operations Director of Takao Kinzoku Kogyo Co., Ltd.</p> <p>Member of the Board of Thai G&B Manufacturing Ltd.</p> <p>Manufacturing Operations Director of Takao Kinzoku Kogyo Co., Ltd.</p> <p>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.)</p> <p>Member of the Board of G-TEKT India Private Ltd.</p> <p>Member of the Board of PT.G-TEKT Indonesia Manufacturing</p> <p>Vice President and Member of the Board of the Company</p> <p>Vice President and Managing Officer of the Company Komisaris of PT. G-TEKT Indonesia Manufacturing</p> <p>Member of the Board of G-TEKT North America Corporation</p> <p>President, Chief Executive Officer of the Company (incumbent)</p> |
| | <p>Reasons for nomination as candidate for Board Member</p> | <p>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.</p> <p>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.</p> | |

| | | |
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| | | <p>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.</p> |
|--|--|--|

| No. | Name (Date of birth) | Brief personal history, positions and responsibilities in the Company and significant positions concurrently held | |
|-----|---|---|--|
| 2 | <p>Hiroshi Seko (June 6, 1961)</p> <p>Number of Shares Held: 43,059 (including 34,059 shares to be issued based on performance-based remuneration)</p> <p style="border: 1px solid black; display: inline-block; padding: 2px;">Reappointment</p> | <p>March 1984</p> <p>April 2008</p> <p>April 2011</p> <p>August 2011</p> <p>April 2013</p> <p>April 2014</p> <p>April 2019</p> <p>April 2020</p> <p>June 2020</p> <p>April 2023</p> | <p>Joined Takao Kinzoku Kogyo Co., Ltd.</p> <p>Engineering Division General Manager of Takao Kinzoku Kogyo Co., Ltd.</p> <p>Stamping Engineering Division II General Manager, Engineering Operations of the Company</p> <p>Stationed to G-TEKT Europe Manufacturing Ltd.</p> <p>Chief Operating Officer for Regional Operations (Europe) and Managing Director of G-TEKT Europe Manufacturing Ltd.</p> <p>Officer of the Company</p> <p>Chief General Manager of Engineering Operations of the Company (incumbent)</p> <p>Managing Officer of the Company</p> <p>Member of the Board, Managing Officer of the Company</p> <p>Member of the Board, Senior Managing Officer of the Company (incumbent)</p> |
| | <p>Reasons for nomination as candidate for Board Member</p> | <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: 34,689 (including 27,489 shares to be issued based on performance- based remuneration) <div style="border: 1px solid black; padding: 2px; width: fit-content;">Reappointment</div> | March 1987 February 2008 April 2011 April 2015 April 2019 April 2021 June 2021 June 2026 | Joined Takao Kinzoku Kogyo Co., Ltd. President of Takao Eastern Co., Ltd. (currently G-TEKT Eastern Co., Ltd.) Sales Division I General Manager, Sales Operations of the Company Officer of the Company Sales Operations Deputy Director of the Company Chief General Manager of Sales Operations of the Company (incumbent) Managing Officer of the Company Member of the Board, Managing Officer of the Company Member of the Board, Senior 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 | <p>Akira Kakizaki (April 9, 1965)</p> <p>Number of shares held: 24,662 (including 21,062 shares to be issued based on performance- based remuneration)</p> <p>Reappointment</p> | <p>March 1990 Joined Kikuchi Koki Co., Ltd.</p> <p>September 1991 Engineering Division Block I of Kikuchi Co., Ltd.</p> <p>January 2005 Stationed at Austin Tri-Hawk Automotive, Inc.</p> <p>April 2013 Stamping Engineering Division I General Manager, Engineering Operations of the Company</p> <p>April 2017 Officer of the Company</p> <p> Engineering Operations Deputy Director of the Company</p> <p> Engineering Planning Division General Manager, Engineering Operations of the Company</p> <p>April 2021 Senior Officer of the Company</p> <p>April 2023 Managing Officer of the Company</p> <p> Quality Assurance Operations Director</p> <p> DX Charge Officer</p> <p>June 2023 Member of the Board, Managing Officer of the Company (incumbent)</p> <p>April 2024 Chief General Manager of Regional Operations (North America) (incumbent)</p> <p> Managing Director of Jefferson Industries Corporation (incumbent)</p> |
| | <p>Reasons for nomination as candidate for Board Member</p> | <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 style="border: 1px solid black; padding: 2px; display: inline-block; margin: 2px;">Reappointment</div> <div style="border: 1px solid black; padding: 2px; display: inline-block; margin: 2px;">Outside</div> <div style="border: 1px solid black; padding: 2px; display: inline-block; margin: 2px;">Independent</div> | April 1977 April 2004 April 2008 April 2009 April 2011 April 2014 June 2016 June 2019 June 2022 | Joined Mitsui & Co., Ltd. General Manager, Automotive Steel Division, of Mitsui & Co., Ltd. Executive Managing Officer, General Manager of Second Unit of Mitsui & Co. Steel Ltd. Director and Chairman of Steel Technologies LLC (United States) Director of Mitsui & Co., Ltd. Representative Director and President of Mitsui & Co. Steel Ltd. President of Mitsui & Co. Group Pension Fund Outside Director of Chubu Steel Plate Co., Ltd. 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 style="border: 1px solid black; padding: 2px; width: fit-content;">Reappointment</div> <div style="border: 1px solid black; padding: 2px; width: fit-content;">Outside</div> <div style="border: 1px solid black; padding: 2px; width: fit-content;">Independent</div> | April 2003 September 2004 March 2005 April 2006 November 2009 April 2013 April 2018 June 2019 April 2022 September 2025 | Inter-University Research Institute Corporation (currently National Institute of Multimedia Education) Assistant of Research and Development Department Visiting Research Fellow of Massachusetts Institute of Technology Visiting Research Fellow of Katholieke Universiteit Leuven Special researcher of National Institute of Information and Communications Technology, Knowledge Creating Communication Research Center Specific Instructor of Graduate School of Informatics, Kyoto University Specially Appointed Associate Professor, Department of Computer Science, Tsuda University Associate Professor of Department of Computer Science, Tsuda University Independent Outside Member of the Board of the Company (incumbent) Professor of Department of Computer Science, Tsuda University Professor of Institute for Liberal Arts, Institute of Science Tokyo (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 4 years at the conclusion of this meeting.
5. Mrs. Rieko Inaba’s term of office as Outside Board Member of the Company will be 7 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 2027. 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.

Proposal 3: Election of One (1) Audit & Supervisory Board Member

The term of office of Audit & Supervisory Board Member Mr. Yoshiaki Kawakubo will expire upon the conclusion of this General Meeting of Shareholders.

Therefore, we propose the election of one (1) Audit & Supervisory Board Member.

Prior to the submission of this proposed item, we have already obtained the consent of Audit & Supervisory Board.

The candidate for a position as Audit & Supervisory Board Member is as follows.

| Name | | Current position | Attendance at the Board meetings | Attendance at Audit & Supervisory Board meetings |
|-------------------|---------------|--|----------------------------------|--|
| Yoshiaki Kawakubo | Reappointment | Audit & Supervisory Board Member (full-time) | 12/12 | 12/12 |

(Note) Please refer to "Expertise and Experience of Candidates for Board Member and Audit & Supervisory Board Member (Skills Matrix)" on page 19 for the expertise and experience of the candidates for Audit & Supervisory Board Member and the committee members to be appointed.

| Name (Date of birth) | Brief personal history, positions and responsibilities in the Company and significant positions concurrently held | | | | | | | | | | | | | | | | |
|--|---|------------|-----------------------------------|---------------|--------------------------|------------|---|-----------|---|------------|--|------------|--|------------|--|-----------|---|
| Yoshiaki Kawakubo (September 13, 1963) Number of Shares Held: 2,900 (including 0 shares to be issued based on performance-based remuneration) <div style="border: 1px solid black; padding: 2px; display: inline-block;">Reappointment</div> | <table border="0"> <tr> <td style="padding-right: 20px;">April 1986</td> <td>Joined Cosmo Securities Co., Ltd.</td> </tr> <tr> <td>November 1999</td> <td>Joined KIKUCHI CO., LTD.</td> </tr> <tr> <td>April 2001</td> <td>Stationed to Jefferson Southern Corporation</td> </tr> <tr> <td>July 2014</td> <td>Stationed to Jefferson Industries Corporation</td> </tr> <tr> <td>April 2015</td> <td>Overseas Business Division General Manager, Overseas Operations of the Company</td> </tr> <tr> <td>April 2017</td> <td>Chief Auditor, Audit Division of the Company</td> </tr> <tr> <td>April 2018</td> <td>General Manager, Audit Division of the Company</td> </tr> <tr> <td>June 2022</td> <td>Audit & Supervisory Board Member of the Company (full-time) (incumbent)</td> </tr> </table> | April 1986 | Joined Cosmo Securities Co., Ltd. | November 1999 | Joined KIKUCHI CO., LTD. | April 2001 | Stationed to Jefferson Southern Corporation | July 2014 | Stationed to Jefferson Industries Corporation | April 2015 | Overseas Business Division General Manager, Overseas Operations of the Company | April 2017 | Chief Auditor, Audit Division of the Company | April 2018 | General Manager, Audit Division of the Company | June 2022 | Audit & Supervisory Board Member of the Company (full-time) (incumbent) |
| April 1986 | Joined Cosmo Securities Co., Ltd. | | | | | | | | | | | | | | | | |
| November 1999 | Joined KIKUCHI CO., LTD. | | | | | | | | | | | | | | | | |
| April 2001 | Stationed to Jefferson Southern Corporation | | | | | | | | | | | | | | | | |
| July 2014 | Stationed to Jefferson Industries Corporation | | | | | | | | | | | | | | | | |
| April 2015 | Overseas Business Division General Manager, Overseas Operations of the Company | | | | | | | | | | | | | | | | |
| April 2017 | Chief Auditor, Audit Division of the Company | | | | | | | | | | | | | | | | |
| April 2018 | General Manager, Audit Division of the Company | | | | | | | | | | | | | | | | |
| June 2022 | Audit & Supervisory Board Member of the Company (full-time) (incumbent) | | | | | | | | | | | | | | | | |
| Reasons for nomination as candidate for Audit & Supervisory Board Member | <p>Since joining the Company, Mr. Yoshiaki Kawakubo has been engaged in work related to overseas operations for many years, providing overseas support at financial institutions and working at two local entities in Europe and the United States, leveraging these experiences in his work.</p> <p>During his overseas assignment, he gained abundant experience mainly in finance and business management at subsidiaries. After returning to Japan, he deepened his knowledge of the Group's management through supervision and support of overseas business operations as General Manager of the Overseas Business Division. In his work with our audit unit, he has also overseen audit operations for the entire Group.</p> <p>Based on this career experience, we have determined that he is capable of conducting audits of the Company's overall corporate management based on the Company's actual conditions as an Audit & Supervisory Board Member originating from within the Company, and therefore we have nominated him as candidate for Audit & Supervisory Board Member.</p> | | | | | | | | | | | | | | | | |

(Notes)

1. The Company has no special interest with Mr. Yoshiaki Kawakubo.
2. 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 2027. Upon the approval for Mr. Yoshiaki Kawakubo's appointment as an Audit & Supervisory Board Member, he 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, Senior 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 | 33 years | 6 years | 5 years | 3 year | 4 years | 7 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 | 2 people |
| 5 to 15 years | 3 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 | 11 years | 4 years | 7 years | 7 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 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, 2025 to March 31, 2026)

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 has seen increasing divergence across regions and industries in the capital markets, leading to growing disparities in investment. In addition, with additional interest rate hikes anticipated in some regions, rising funding costs are suppressing growth. Furthermore, protracted tensions in the Middle East are exacerbating inflationary pressures through rising energy prices. Nevertheless, despite this state of uncertainty, the economy as a whole remains resilient. Though affected by the international situation, the Japanese economy recovered gradually, supported by steady corporate earnings and improved income levels.

In the automotive industry, as some automotive OEMs revise their development plans for battery electric vehicles (BEVs), diverse powertrain options are being reevaluated amid this market led by hybrid vehicles and BEVs. Meanwhile, the broader trend toward enhancing the value and safety of transportation through Software-Defined Vehicles (SDVs, namely next-generation vehicles whose functions and value are defined and updated by software rather than hardware) remains unchanged, and the situation remains highly uncertain, with automotive OEMs continuing to invest heavily in this uncharted territory. Furthermore, Chinese automotive OEMs are not only expanding their domestic sales ratio, but also rapidly increasing their presence in the Southeast Asian and European markets, creating an increasingly competitive environment for Japanese automakers.

In this environment, the Company's consolidated financial results for the current fiscal year were adversely impacted by unavoidable production cuts in the North America segment due to a shortage of semiconductors, production stoppages in the Europe segment caused by cyberattacks on business partners, production stoppages in the South America segment resulting from natural disasters, and production cuts in the China and Asia segments, despite an increase in new vehicle model development sales, including die, equipment, and prototype, and the impact of exchange rate fluctuations. As a result, net sales were ¥333,413 million (a year-on-year decrease of 1.7%). In terms of profit, operating profit was ¥15,623 million (a year-on-year decrease of 4.6%) due to the impact of lower revenue and higher labor costs due to inflation. Both ordinary profit and net income attributable to owners of parent were up, however, with ordinary profit at ¥18,480 million (a year-on-year increase of 5.4%) due to foreign exchange gains and the recognition of subsidies and net income attributable to owners of parent at ¥13,455 million (a year-on-year increase of 8.2%), resulting in an increase in profit for each of these metrics.

Going forward, the Group will pursue sustainable growth and enhanced corporate value by promoting efforts aimed at achieving carbon neutrality and driving innovation in manufacturing, while also focusing on capital-efficient management to build a solid foundation for revenue.

The following describes segment performance by region.

[Japan]

In addition to the increase in production volume from customers, new vehicle model development sales, including die and prototype sales, also increased, resulting in higher revenue.

Profits increased due to the effect of increased production and profit contributed by new vehicle model development sales, despite the higher labor costs and depreciation expenses being incurred in advance from phased commencement of operations at the new plant.

[North America]

Despite a decrease in production volume from main customers, sales increased due to an increase in new vehicle model development sales, including die and prototype sales.

Profits increased due to the reduction of labor costs and other expenses resulting from improvements in production efficiency, as well as the contribution to profits from new vehicle model development sales.

[Europe]

In addition to a decrease in production volume from main customers, new vehicle model development sales, including die sales, also decreased, resulting in reduced revenue.

Profits decreased due to both the impact of reduced production and the soaring labor costs.

[Asia]

Despite the increase in new vehicle model development sales, including die and prototypes, revenues were down due to production reductions from main customers.

Although labor and other costs rose sharply, profits increased due to a reduction in depreciation and other expenses, coupled with the contributions to profit from new vehicle model development sales.

[China]

Sales decreased due to a decline in production volume among main customers.

As for profits, although labor costs were curbed and various expenses were cut in tandem with the reduced production, the impact of the decline in production was significant, resulting in greater operating loss.

[South America]

Despite a decrease in production among customers and a reduction in new vehicle model development sales, including die sales, revenue increased due to the impact of foreign exchange rates.

Profits decreased due to both the impact of reduced production and the soaring labor costs.

◆Sales and operating profit or loss by region

| Region | Sales | | | Operating profit or loss | | |
|--------------------------|--|--|----------------------------|--|--|-------------------------|
| | The 14th year (Year ended March 31, 2025) | The 15th year (Year ended March 31, 2026) | Year-on-year change (%) | The 14th year (Year ended March 31, 2025) | The 15th year (Year ended March 31, 2026) | Year-on-year change (%) |
| | Amount (Billions of yen) | Amount (Billions of yen) | | Amount (Billions of yen) | Amount (Billions of yen) | |
| Japan | 68.9 | 76.0 | 10.2 | 5.7 | 7.4 | 29.8 |
| North America | 125.8 | 127.0 | 1.0 | 5.0 | 5.4 | 7.5 |
| Europe | 37.5 | 36.6 | (2.5) | 2.9 | 2.2 | (24.4) |
| Asia | 40.3 | 40.2 | (0.1) | 1.6 | 1.6 | 2.4 |
| China | 57.8 | 53.2 | (7.9) | (0.1) | (0.9) | - |
| South America | 18.1 | 18.3 | 1.1 | 1.2 | 0.7 | (46.2) |
| Consolidation adjustment | (9.0) | (17.8) | - | 0.1 | (0.6) | - |
| Total | 339.2 | 333.4 | (1.7) | 16.4 | 15.6 | (4.6) |

(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 14th year (Year ended March 31, 2025) | | The 15th year (Year ended March 31, 2026) | | Year-on-year change (%) |
|-------------------------------|--|--------------------------|--|--------------------------|-------------------------|
| | Amount (Billions of yen) | Composition ratio (%) | Amount (Billions of yen) | Composition ratio (%) | |
| Auto body components | 304.7 | 89.8 | 295.3 | 88.6 | (3.1) |
| New vehicle model development | 24.0 | 7.1 | 30.2 | 9.1 | 25.9 |
| Transmission parts | 8.3 | 2.5 | 7.7 | 2.3 | (7.2) |
| Other | 2.2 | 0.7 | 0.2 | 0.0 | (93.2) |
| Total | 339.2 | 100.0 | 333.4 | 100.0 | (1.7) |

(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 3.7 billion yen (a year-on-year decrease of 30.4%). In addition, fundamental investment totaled 17.7 billion yen (a year-on-year decrease of 38.6%) due to expansion and the introduction of new equipment of the Gumma Plant in Japan, and total investment was 21.5 billion yen (a year-on-year decrease of 37.3%).

| Region | Amount (Billions of yen) | | | Details of fundamental investment |
|---------------|--------------------------|------------------------|-------|--|
| | Model investment | Fundamental investment | Total | |
| Japan | 1.0 | 8.5 | 9.5 | Expansion and the introduction of new equipment of the Gumma Plant |
| North America | 1.8 | 2.3 | 4.1 | Automation investments |
| Europe | 0.0 | 0.2 | 0.2 | - |
| Asia | 0.6 | 2.2 | 2.9 | Update of welding equipment |
| China | 0.1 | 3.2 | 3.4 | Support for new models (N-APAC) |
| South America | 0.0 | 1.2 | 1.2 | Update of welding equipment |
| Total | 3.7 | 17.7 | 21.5 | - |

(Note) The above figures are rounded to the nearest 100 million yen. Year-on-year change ratio is calculated in units of 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 12th year (FY 2023) | The 13th year (FY 2024) | The 14th year (FY 2025) | The 15th year (FY 2026) | Year-on-year | |
|--|----------------------------|----------------------------|----------------------------|----------------------------|--------------|-----------|
| | | | | | Amount | Ratio (%) |
| Net sales | 314.3 | 344.6 | 339.2 | 333.4 | (5.8) | (1.7) |
| Operating profit | 12.8 | 16.2 | 16.4 | 15.6 | (0.8) | (4.6) |
| Ordinary profit | 14.3 | 18.9 | 17.5 | 18.5 | 1.0 | 5.4 |
| Profit attributable to owners of parent | 10.3 | 13.2 | 12.4 | 13.5 | 1.0 | 8.2 |
| Earnings per share (yen) | 238.87 | 307.52 | 289.39 | 314.31 | 24.92 | 8.6 |
| Total assets | 288.7 | 304.1 | 321.4 | 372.4 | 51.1 | 15.9 |
| Net assets | 176.7 | 205.4 | 212.4 | 239.4 | 27.1 | 12.8 |
| Net assets per share (yen) | 3,829.15 | 4,449.21 | 4,626.10 | 5,213.62 | 587.52 | 12.7 |
| Return on equity (%) | 6.5 | 7.4 | 6.4 | 6.4 | - | - |
| Return on asset (%) | 5.0 | 6.4 | 5.6 | 5.3 | - | - |
| Operating profit margin (%) | 4.1 | 4.7 | 4.8 | 4.7 | - | - |

(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 ¥51 per share (a ¥6 increase over the previously announced dividend). Including the interim dividend of ¥45 per share, the annual dividend will be ¥96 per share, a year-on-year increase of ¥9 per share.

For the fiscal year ending March 31, 2027, we plan to pay both interim and year dividends of ¥49 per share, for an annual dividend of ¥98 per share, which is an increase of ¥2 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 |
| Conghua Auto Parts Alliance (China) Ltd. | CNY 35 million | 100.0% | Same as above |
| Guangzhou Nansha Auto Parts Alliance (China) Ltd. | CNY 227million | 100.0% | Same as above |
| 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.

3. Conghua Auto Parts Alliance (China) Ltd. and Guangzhou Nansha Auto Parts Alliance (China) Ltd. are subsidiaries of Auto Parts Alliance (China) Ltd.

(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

The business environment surrounding the Group continues to be characterized by significant changes and uncertainty, driven by advancements in electrification and intelligent technologies within the automotive industry, the accelerating trend toward modularization and large-scale integration of vehicle body structures, and rising raw material and labor costs against a backdrop of geopolitical risks and inflation. Amid such circumstances, in order for the Group to achieve medium- to long-term growth and enhance corporate value, it must prioritize the following issues.

(i) Improving profitability and transforming the business structure

The Group has designated the period from FY2026 to FY2028 as a “period to steadily achieve structural reforms” on the way to achieving our FY2030 management targets. To support our future sustainable growth, not only further sales expansion but also improving profitability are critical management priorities.

To this end, we will work to build a stable foundation for revenue by promoting reforms to our production systems, including labor-saving and unmanned operations, and the adoption of smart factories at our domestic and overseas production sites, thereby simultaneously reducing costs and improving quality and productivity.

(ii) Responding to growth areas and strengthening competitiveness

Automotive OEMs are being called upon to reassess their electrification strategies, accelerate development, and adapt to the increasing intelligence of vehicles. The expectations placed on suppliers and their roles are also undergoing significant changes. The Group aims to expand our product range from just “vehicle body” to the entire “car” and evolve into a “car system supplier (Tier 0.5).”

We will further promote modularization proposals and the development of proprietary platforms to strengthen our technical capabilities and proposal-making skills, ensuring we can consistently handle the entire process from development through to mass production. Additionally, we will actively pursue the development of new products related to vehicle intelligence and electrification. We are also committed to creating new business ventures in fields that contribute to solving social issues, such as environmental problems, food security, and next-generation mobility.

(iii) Sustainable growth and stabilizing the global business

The Group operates globally across the regions of Japan, North America, Europe, Asia, China, and South America, making it important to address the business environment and risks in each region. In particular, improving profitability and enhancing operational efficiency at overseas locations are key priorities. By implementing structural reforms suited to regional characteristics and strengthening governance, we will achieve stable growth across the entire Group.

(iv) Strengthening financial foundations and enhancing corporate value

The Group is working to improve capital efficiency indicators such as ROE while striking an appropriate balance between growth investments and shareholder returns. In addition to promoting management that integrates growth and financial strategies, we will optimize our capital structure with the aim of continuously enhancing shareholder value.

Furthermore, by expanding our ESG initiatives and enhancing our investor relations activities, we will further deepen our dialogue with our stakeholders as we work to become a trusted corporate group.

(6) Major businesses (As of March 31, 2026)

The Group (the Company and its affiliates) is comprised of the Company, 19 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, 2026)

(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)

Gumma Plant (Ota-shi, Gumma)

Chubu Plant (Kaizu-shi, Gifu)

(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)

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

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

(8) Employees (As of March 31, 2026)

(i) Employees of the G-TEKT Group

| Number of employees | Change in the number since the previous fiscal year end |
|---------------------|---|
| 8,061 [1,543] | (101) [(32)] |

(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 |
|----------------------------------|---|-------------|-----------------------|
| 1,220 (Men: 1,116 Women: 104) | 11 | 41 years | 16 years and 6 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: 526 temporary employees, 5 employees transferred to other companies and 74 employees transferred to overseas subsidiaries.

(9) Main loan lenders (As of March 31, 2026)

(Millions of yen)

| Name of loan lender | Amount of loan |
|-------------------------------------|----------------|
| MUFG Bank, Ltd. | 34,725 |
| Sumitomo Mitsui Banking Corporation | 11,204 |
| Mizuho Bank, Ltd. | 7,012 |
| Saitama Resona Bank, Limited | 5,061 |
| Nomura Securities Co., Ltd. | 2,229 |

(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, 2026)

- (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 545,203 shares)
(3) Number of shareholders: 35,014 [Change in the number since the previous fiscal year end: 11,626]
(4) Principal shareholders

| Shareholders | Number of shares held (shares) | Shareholding ratio (%) |
|---|-----------------------------------|---------------------------|
| Honda Motor Co., Ltd. | 9,010,098 | 20.77 |
| The Master Trust Bank of Japan, Ltd (Trust Account) | 3,324,000 | 7.66 |
| KP K.K. | 2,200,800 | 5.07 |
| TK Holdings Inc. | 2,194,344 | 5.06 |
| Custody Bank of Japan, Ltd. (Trust Account) | 1,791,770 | 4.13 |
| Naohiro Takao | 1,286,576 | 2.97 |
| Toshitsugu Kikuchi | 905,901 | 2.09 |
| STATE STREET BANK AND TRUST COMPANY 505223 | 777,088 | 1.79 |
| MURAKAMI TAKATERU | 565,200 | 1.30 |
| INTERACTIVE BROKERS LLC | 507,500 | 1.17 |

(Note) 1. The Shareholding Ratio is calculated after deducting 545,203 treasury stock.

2. The treasury stock does not include 573,470 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, 2026

| 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. | 202,414 | 314 | The Company has maintained a long-term business relationship with the said company as a supplier of steel sheets and related materials. The Company holds shares in the said company, taking into account economic rationality, as such relationship contributes to securing a stable source of procurement. |
| AIDA ENGINEERING, LTD. | 14,674 | 15 | The Company has maintained a long-term business relationship with the said company as a supplier of press machinery. The Company holds shares in the said company, taking into account economic rationality, as such relationship contributes to securing a stable source of procurement for the Company. |

4. Particulars Regarding the Company's Officers

(1) Names etc. of Board Members and Audit & Supervisory Board Members (As of March 31, 2026)

| 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 | Chief General Manager of Engineering Operations |
| Member of the Board, Managing Officer of the Company | Fumihiko Hirotaki | Chief General Manager of Sales Operations |
| Member of the Board, Managing Officer of the Company | Akira Kakizaki | Chief General Manager of Regional Operations (North America) Managing Director of Jefferson Industries Corporation |
| Independent Outside Member of the Board of the Company | Keiji Kasamatsu | |
| Independent Outside Member of the Board of the Company | Rieko Inaba | Professor of Institute for Liberal Arts, Institute of Science Tokyo |
| 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] | 250 [10] | 174 [10] | 36 [-] | 40 [-] | 6 [2] |
| Audit & Supervisory Board Members [of which Outside Audit & Supervisory Board Members] | 40 [9] | 40 [9] | - [-] | - [-] | 4 [2] |
| Total | 290 | 214 | 36 | 40 | 10 |

(Note) 1. The maximum remuneration for Board Members was set at 500 million yen 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 yen 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 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 ¥11 million were granted in the current fiscal year under review.
6. The reason for selecting operating profit as the performance indicator for performance-based remuneration is to enhance motivation to contribute to short-term performance improvements. 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 10, 2025, 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 (12 held) | | Audit & Supervisory Board meetings (12 held) | |
|---|--|----------------------|---|----------------------|
| | Number attended (meetings) | Attendance ratio (%) | Number attended (meetings) | Attendance ratio (%) |
| Board Member Keiji Kasamatsu | 12 | 100.0 | - | - |
| Board Member Rieko Inaba | 12 | 100.0 | - | - |
| Audit & Supervisory Board Member Yasunori Niizawa | 12 | 100.0 | 12 | 100.0 |
| Audit & Supervisory Board Member Yasuo Kitamura | 12 | 100.0 | 12 | 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. | 70 |
| Total amount of money and other property gain that should be paid by the Company and its subsidiaries to the Financial Auditor | 74 |

- (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 15th 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 15th period and actual performance in the 14th 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. 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., Guangzhou Nansha 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, 2026)

(Millions of yen)

| Item | The 15th year as of March 31, 2026 | (Reference) The 14th year as of March 31, 2025 | Item | The 15th year as of March 31, 2026 | (Reference) The 14th year as of March 31, 2025 |
|--|--|---|---|--|---|
| Assets | | | Liabilities | | |
| Current assets | 155,492 | 141,416 | Current liabilities | 101,939 | 77,375 |
| Cash and deposits | 48,131 | 43,002 | Accounts payable - trade | 33,650 | 32,395 |
| Notes and accounts receivable - trade | 53,380 | 48,187 | Short-term borrowings | 28,524 | 19,605 |
| Finished goods | 2,131 | 2,044 | Current portion of long-term borrowings | 13,663 | 7,883 |
| Work in process | 38,002 | 34,724 | Accounts payable - other | 9,701 | 7,691 |
| Raw materials | 4,412 | 4,385 | Income taxes payable | 1,300 | 2,325 |
| Supplies | 2,100 | 1,913 | Advances received | 10,481 | 2,648 |
| Other | 7,332 | 7,157 | Provision for bonuses | 1,749 | 1,642 |
| Non-current assets | 216,953 | 179,970 | Other | 2,868 | 3,183 |
| Property, plant and equipment | 199,511 | 165,877 | Non-current liabilities | 31,063 | 31,654 |
| Buildings and structures | 83,534 | 74,034 | Long-term borrowings | 19,353 | 21,935 |
| Machinery, equipment and vehicles | 53,513 | 48,207 | Retirement benefit liability | 1,592 | 1,251 |
| Tools, furniture and fixtures | 8,880 | 11,176 | Provision for share awards for directors (and other officers) | 588 | 517 |
| Land | 16,862 | 16,250 | Deferred tax liabilities | 6,151 | 5,353 |
| Construction in progress | 36,721 | 16,208 | Other | 3,376 | 2,595 |
| Intangible assets | 1,945 | 1,303 | Total liabilities | 133,002 | 109,029 |
| Investments and other assets | 15,496 | 12,789 | Net assets | | |
| Investment securities | 11,715 | 10,986 | Shareholders' equity | 167,167 | 157,811 |
| Retirement benefit assets | 2,367 | 1,081 | Share capital | 4,656 | 4,656 |
| Deferred tax assets | 774 | 361 | Capital surplus | 23,622 | 23,622 |
| Other | 647 | 367 | Retained earnings | 140,842 | 131,508 |
| Allowance for doubtful accounts | (8) | (8) | Treasury shares | (1,953) | (1,975) |
| | | | Accumulated other comprehensive income | 56,041 | 40,183 |
| | | | Valuation difference on available-for-sale securities | 1,462 | 1,596 |
| | | | Foreign currency translation adjustment | 53,249 | 37,846 |
| | | | Remeasurements of defined benefit plans | 1,329 | 740 |
| | | | Non-controlling interests | 16,234 | 14,361 |
| Total assets | 372,445 | 321,386 | Total net assets | 239,443 | 212,357 |
| | | | Total liabilities and net assets | 372,445 | 321,386 |

Consolidated Statement of Income (April 1, 2025 to March 31, 2026)

(Millions of yen)

| Item | The 15th year (April 1, 2025 to March 31, 2026) | (Reference) The 14th year (April 1, 2024 to March 31, 2025) |
|---|--|---|
| Net sales | 333,413 | 339,233 |
| Cost of sales | 299,105 | 304,995 |
| Gross profit | 34,307 | 34,237 |
| Selling, general and administrative expenses | 18,683 | 17,856 |
| Operating profit | 15,623 | 16,380 |
| Non-operating income | 4,211 | 2,425 |
| Interest income | 943 | 935 |
| Dividend income | 257 | 277 |
| Foreign exchange gains | 912 | - |
| Share of profit of entities accounted for using equity method | 884 | 689 |
| Subsidy income | 637 | 2 |
| Gain on sale of scraps | 287 | 280 |
| Other | 289 | 239 |
| Non-operating expenses | 1,355 | 1,277 |
| Interest expenses | 1,196 | 706 |
| Foreign exchange loss | - | 384 |
| Other | 158 | 185 |
| Ordinary profit | 18,480 | 17,529 |
| Extraordinary income | 1,115 | 736 |
| Gain on sale of non-current assets | 1,115 | 89 |
| Gain on sale of investment securities | 0 | 646 |
| Extraordinary losses | 582 | 996 |
| Loss on sale of non-current assets | 35 | 66 |
| Loss on retirement of non-current assets | 78 | 327 |
| Early retirement bonus | 84 | - |
| Loss on disaster | 384 | 601 |
| Profit before income taxes | 19,012 | 17,269 |
| Income taxes - current | 4,997 | 4,764 |
| Income taxes - deferred | (136) | (648) |
| Profit | 14,151 | 13,153 |
| Profit attributable to non-controlling interests | 696 | 712 |
| Profit attributable to owners of parent | 13,455 | 12,440 |

(Reference)

Consolidated Statement of Cash Flows (April 1, 2025 to March 31, 2026)

(Millions of yen)

| Item | Amount |
|---|----------|
| Cash flows from operating activities | 35,053 |
| Cash flows from investing activities | (37,394) |
| Cash flows from financing activities | 6,105 |
| Effect of exchange rate change on cash and cash equivalents | 2,290 |
| Net increase (decrease) in cash and cash equivalents | 6,054 |
| Cash and cash equivalents at beginning of period | 31,201 |
| Cash and cash equivalents at end of period | 37,255 |

Non-Consolidated Financial Statements

Non-Consolidated Balance Sheet (As of March 31, 2026)

(Millions of yen)

| Item | The 15th year as of March 31, 2026 | (Reference) The 14th year as of March 31, 2025 | Item | The 15th year as of March 31, 2026 | (Reference) The 14th year as of March 31, 2025 |
|---|--|---|--|--|---|
| Assets | | | Liabilities | | |
| Current assets | 46,971 | 40,381 | Current liabilities | 39,999 | 28,603 |
| Cash and deposits | 1,135 | 1,139 | Accounts payable-trade | 7,511 | 6,373 |
| Notes receivable-trade | 1,023 | 1,086 | Short-term borrowings | 14,650 | 11,200 |
| Accounts receivable-trade | 23,590 | 14,357 | Current portion of long-term borrowings | 12,959 | 6,748 |
| Finished goods | 482 | 406 | Accounts payable | 2,099 | 1,877 |
| Work in process | 14,306 | 15,756 | Advances received | 215 | 61 |
| Raw materials | 343 | 285 | Accrued expenses | 133 | 242 |
| Supplies | 844 | 803 | Income taxes payable | 1,104 | 854 |
| Advance payments | 154 | 157 | Deposits received | 146 | 135 |
| Accounts receivable-other | 3,827 | 4,961 | Provision for bonuses | 1,087 | 1,061 |
| Short-term loans receivable from subsidiaries and associates | - | 388 | Other | 91 | 48 |
| Other | 1,264 | 1,038 | Non-current liabilities | 16,328 | 22,905 |
| Non-current assets | 110,249 | 106,180 | Long-term borrowings | 14,876 | 21,773 |
| Property, plant and equipment | 49,217 | 46,043 | Provision for share awards for directors (and other officers) | 588 | 517 |
| Buildings | 20,030 | 16,367 | Asset retirement obligations | 355 | 342 |
| Structures | 829 | 638 | Deferred tax liabilities | 468 | 232 |
| Machinery and equipment | 15,214 | 14,191 | Other | 38 | 38 |
| Vehicles | 508 | 548 | Total liabilities | 56,327 | 51,508 |
| Tools, furniture and fixtures | 2,669 | 2,740 | Net assets | | |
| Land | 8,670 | 8,670 | Shareholders' equity | 99,431 | 93,457 |
| Construction in progress | 1,295 | 2,885 | Share capital | 4,656 | 4,656 |
| Intangible assets | 880 | 809 | Capital surplus | 23,657 | 23,657 |
| Leasehold interests in land | 69 | 69 | Legal capital surplus | 23,333 | 23,333 |
| Software | 800 | 730 | Other capital surplus | 323 | 323 |
| Telephone subscription right | 9 | 9 | Retained earnings | 73,070 | 67,118 |
| Investments and other assets | 60,151 | 59,327 | Legal retained earnings | 369 | 369 |
| Investment securities | 331 | 205 | Other retained earnings | 72,701 | 66,749 |
| Shares of subsidiaries and associates | 54,369 | 54,689 | Reserve for property replacement | 345 | 14 |
| Long-term loans receivable from subsidiaries and associates | 4,556 | 4,261 | General reserve | 10,800 | 10,800 |
| Prepaid pension costs | 453 | 32 | Retained earnings brought forward | 61,555 | 55,934 |
| Other | 449 | 145 | Treasury shares | (1,953) | (1,975) |
| Allowance for doubtful accounts | (8) | (8) | Valuation and translation adjustments | 1,462 | 1,596 |
| | | | Valuation difference on available-for-sale securities | 1,462 | 1,596 |
| Total assets | 157,221 | 146,562 | Total net assets | 100,893 | 95,053 |
| | | | Total liabilities and net assets | 157,221 | 146,562 |

Non-Consolidated Statement of Income (April 1, 2025 to March 31, 2026)

(Millions of yen)

| Item | The 15th year (April 1, 2025 to March 31, 2026) | (Reference) The 14th year (April 1, 2024 to March 31, 2025) |
|--|--|---|
| Net sales | 75,980 | 68,917 |
| Cost of sales | 60,835 | 55,676 |
| Gross profit | 15,144 | 13,241 |
| Selling, general and administrative expenses | 7,803 | 7,569 |
| Operating profit | 7,341 | 5,672 |
| Non-operating income | 5,221 | 4,417 |
| Interest income | 81 | 92 |
| Dividend income | 3,334 | 3,957 |
| Foreign exchange gains | 957 | - |
| Subsidy income | 552 | 14 |
| Gain on sale of scraps | 227 | 241 |
| Other | 97 | 111 |
| Non-operating expenses | 336 | 440 |
| Interest expenses | 332 | 164 |
| Foreign exchange loss | - | 265 |
| Other | 4 | 10 |
| Ordinary profit | 12,226 | 9,649 |
| Extraordinary income | 0 | 649 |
| Gain on sale of non-current assets | 0 | 2 |
| Gain on sale of investment securities | 0 | 646 |
| Extraordinary losses | 18 | 0 |
| Loss on sale of non-current assets | 0 | 0 |
| Loss on liquidation of subsidiaries | 18 | - |
| Profit before income taxes | 12,208 | 10,298 |
| Income taxes – current | 1,838 | 1,379 |
| Income taxes - deferred | 296 | 40 |
| Profit | 10,073 | 8,879 |

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 15th fiscal year starting on April 1, 2025 and ending on March 31, 2026, 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 22, 2026

G-TEKT CORPORATION Audit & Supervisory Board

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|--------------------|--|--------|
| 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