

# 2030 Vision

The TS TECH Group's Vision Statement—"A company dedicated to realizing people's potential, a company sincerely appreciated by all"—underpins all of its business operations. By providing the world with attractive products even in the evolving mobility society, we will not only achieve our 2030 Vision but also help to build a more sustainable world. In doing so, we will continue to serve as a reassuring presence for all our stakeholders and be a company sincerely appreciated by all.

# 2030 Vision

## Innovative quality company

—Continued creation of new value—  
 Providing innovative, attractive products  
 in pursuit of safe, comfortable vehicle  
 interiors in the evolving mobility society

### 15<sup>th</sup> Medium-Term Management Plan Fiscal 2024–2026

Business growth	Growth strategies	Priority strategy (1) Securing cabin coordination capacity	Priority strategy (2) Further growth in new businesses	Priority strategy (3) A higher share of major customers' products
	Regional strategies	Priority strategy (4) V-shaped recovery in North America	Priority strategy (5) Restructuring the China business strategy	Priority strategy (6) Strategic growth in new businesses in Europe
	Functional strategies	Priority strategy (7) Supply chain restructuring	Priority strategy (8) Enhancing efforts to develop environmental technologies	Priority strategy (9) Building high efficiency production structures
Human resources and financial strategies/Earning a reputation as a quality leader/ Promoting and firmly establishing sustainability				

Fiscal 2030 targets	
Revenue	: 700 billion yen
Operating income	: 68 billion yen
Operating margin	: 9.7%
ROE	: 10.0%

### 16<sup>th</sup> Medium-Term Management Plan

### 15<sup>th</sup> Medium-Term Management Plan Realizing ESG management

### 14<sup>th</sup> Medium-Term Management Plan Corporate evolution through ESG management

### 13<sup>th</sup> Medium-Term Management Plan Building a foundation for ESG management

Fiscal 2020 results	
Revenue	: 359.6 billion yen
Operating income	: 26.3 billion yen
Operating margin	: 7.3%
ROE	: 5.9%

Fiscal 2023 results	
Revenue	: 409.2 billion yen
Operating income	: 15.2 billion yen
Operating margin	: 3.7%
ROE	: 1.8%

Fiscal 2026 targets	
Revenue	: 480 billion yen
Operating income	: 44 billion yen
Operating margin	: 9.2%
ROE	: 8.5%
DOE*	: 3.5%

Driving innovation that withstands external changes

**ESG management** Identifying material issues  
Setting KPIs and targets for 2030

Achieving KPIs and targets for 2030

**TS TECH Philosophy** A company dedicated to realizing people's potential  
A company sincerely appreciated by all  
Bringing joy to society through the power of people

2023 2026 2029 2030

\* Dividend on equity ratio (DOE) = Total dividends / Shareholders' equity (Equity attributable to owners of parent)