

Integrated Report 2024

TS TECH Integrated Report



Bringing joy to society through the power of people

TS TECH Philosophy

Vision Statement

A company dedicated to realizing people's potential
A company sincerely appreciated by all

Mission Statement

We shall provide comfortable,
high-quality products at competitive prices
to our customers worldwide,
always pursuing the infinite
possibilities in manufacturing.

Operational Directives

- We should make our workplace a vibrant one, valuing consensus and communication.
- Work should be done in accordance with the circumstances, with importance placed on time and priorities.
- We must always challenge ourselves to create new value by leveraging our passion and know-how.
- Each of us should always persevere to make our individual vision a reality.

The value of our existence lies in the TS TECH Philosophy, which doesn't change over time.

As "A company dedicated to realizing people's potential, a company sincerely appreciated by all,"

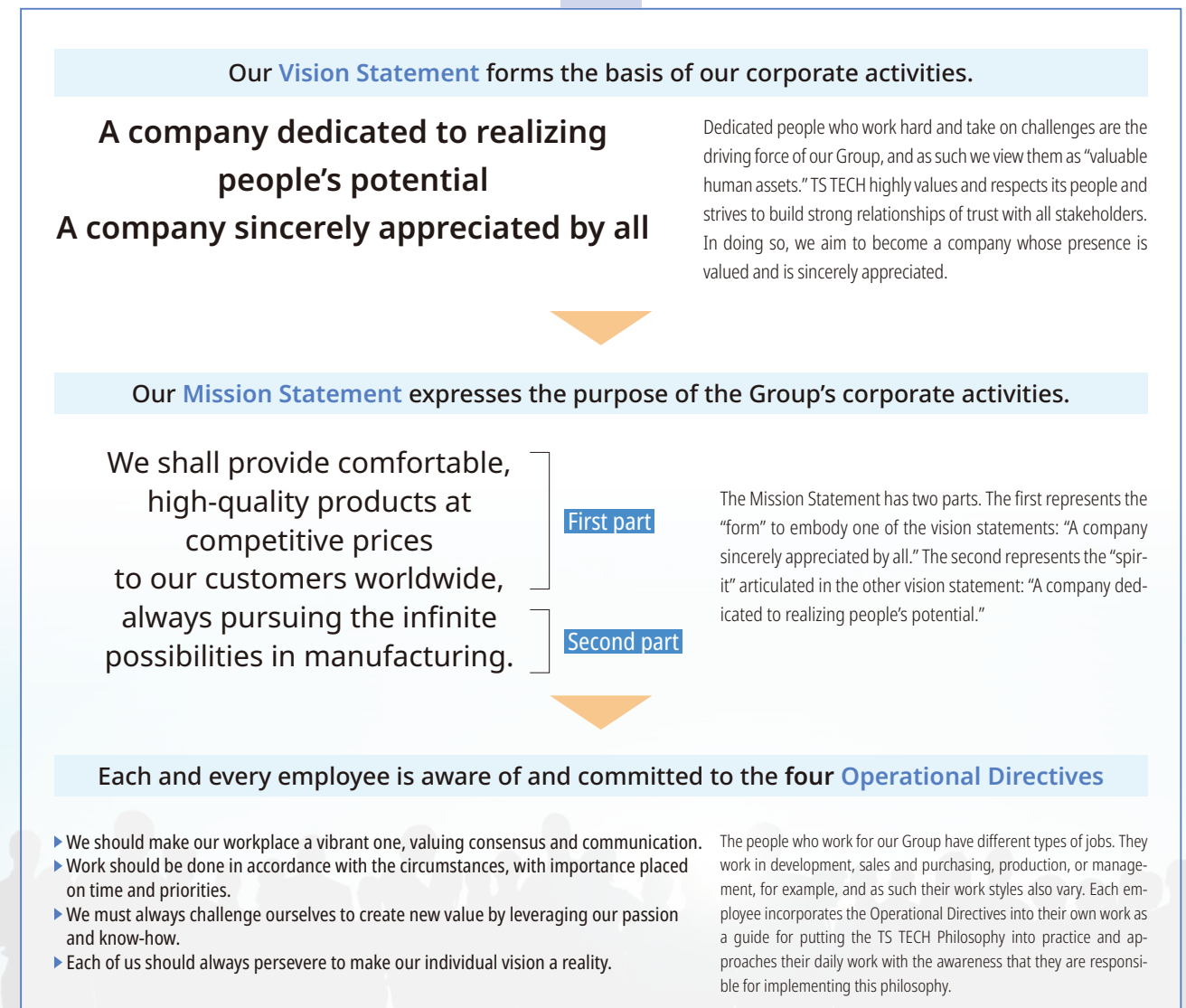
we have always pursued products that bring a smile to customers' faces by making the most of the abilities of each and every employee.

The value we create will always keep changing as we continue to deliver excitement like never before to the world, but the essence of who we are will never change.

We will continue meeting the challenge of endless possibilities to make the mobility of the future freer and more enjoyable.



The existential value of our company can only be found by embodying the TS TECH Philosophy, which consists of the Vision Statement, Mission Statement, and Operational Directives. Based on a corporate management belief that people are the decisive factor in a company, and as an automotive interior system supplier, we are committed to continuously enhancing our corporate value, striving for harmonious coexistence with society, and fulfilling our vision of being a company that is sincerely appreciated by all stakeholders.



C O N T E N T S

- 01 Vision Statement
- 02 The TS TECH Philosophy
- 04 CONTENTS and Editorial Policy
- 06 The History of TS TECH

To Our Stakeholders

- 08 Message from the President
Investing in human capital and bolstering partnerships to promote technological innovation and build a more competitive company than ever



Value Creation Story

Enhancing Corporate Value

- 12 Value Creation Process
- 14 2030 Vision
- 16 Outline of the 15th Medium-Term Management Plan
- 18 Financial Strategies
- 22 Corporate Development and Engineering Officer Interview
- 26 TS TECH's Value Chain
- 34 Generating Value in Four Regions
- 36 Stakeholder Engagement



Materiality and ESG Management

Special Feature

- 38 Interview with the Chairperson of the Sustainability Committee



- 40 Identified Material Issues and 2030 Targets

Social

- 42 Human Capital Initiatives
- 46 Initiatives for Respecting Human Rights
- 47 Supply Chain Initiatives

Environment

- 50 Working to Build a Sustainable World
- 51 Information Disclosure Based on TCFD Recommendations
- 54 Environmental Initiatives

Governance

- 58 Corporate Governance
- 67 Messages from Outside Directors

Fact Book

Financial Reporting

- 73 Management's Discussion and Analysis
- 74 Consolidated Statement of Financial Position
- 76 Consolidated Statements of Profit or Loss and Comprehensive Income
- 78 Consolidated Statement of Changes in Equity
- 79 Consolidated Statement of Cash Flows
- 81 Notes to Consolidated Financial Statements
- 128 Independent Auditor's Report



Financial/Non-Financial Information

- 132 Financial Highlights
- 134 Non-Financial Highlights
- 138 Corporate Data
- 139 On the Publication of TS TECH Integrated Report 2024

Editorial Policy

The TS TECH Group has been issuing the "TS TECH Report," an integrated report that includes both financial and non-financial information, since 2012, and changed its name to the "TS TECH Integrated Report" in fiscal 2021. In this report, we will continue to introduce the Group's stance as an enterprise and the efforts it is making to contribute to sustainability in the course of its business in order to be a company sincerely appreciated by all and whose presence is valued by all of its stakeholders.

About the Report's Formats

Integrated Report

TS TECH Website



Non-Financial Information

Sustainability
Provides qualitative and quantitative information related to environmental and social factors.
<https://www.tstech.co.jp/english/sustainability/>

Financial Information

IR Information
Provides consolidated financial summaries, results announcements, etc.
<https://www.tstech.co.jp/english/ir/>

Scope of the Report

While the report is based on the consolidated group (TS TECH Co., Ltd. and its domestic and overseas subsidiaries and affiliates), some data regarding environmental and social initiatives, etc., may pertain to aggregate results for the non-consolidated company in Japan. Cases in which the scope of aggregation differs will be specified in the text.

About the Report's Designations

"TS TECH Group" (the Group) signifies the consolidated group, while "TS TECH" (the company) signifies the non-consolidated company in Japan.

Term Covered

Fiscal 2024 (April 1, 2023–March 31, 2024)

Reference Guidelines

- ISO 26000:2010 standard, International Organization for Standardization (ISO)
- International Integrated Reporting Framework, IFRS Foundation
- Guidance for Collaborative Value Creation, Ministry of Economy, Trade and Industry (METI) of Japan
- Global Reporting Initiative (GRI) Sustainability Reporting Standards, etc.

Disclaimer

This report contains forward-looking statements from TS TECH Co., Ltd. pertaining to plans, forecasts, strategies, and results. These forward-looking statements are based on currently available information.