

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

Business growth

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.

16th Medium-Term Management Plan

15th Medium-Term Management Plan Realizing ESG management

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

13th 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%

14th Medium-Term Management Plan Corporate evolution through ESG management

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%

15th Medium-Term Management Plan Fiscal 2024–2026 ▶ pp. 16–17

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			

ESG management

Identifying material issues
Setting KPIs and targets for 2030 ▶ pp. 12–13

Achieving KPIs and targets for 2030

2023

2026

2029

2030

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