

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

15th 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%

16th Medium-Term Management Plan

15th Medium-Term Management Plan Realizing ESG management

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

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%

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