

## Financial/Non-Financial Information

## Financial Highlights

## 10-Year Financial Summary

(Unit: Million yen)

Fiscal Year under Review on a Consolidated Basis	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Revenue	458,732	425,794	479,490	412,072	359,682	346,149	349,958	409,200	441,713	460,514
Cost of sales	381,258	355,176	399,329	338,031	300,307	288,671	295,716	355,790	381,860	397,547
Selling, general and administrative expenses	39,414	35,755	37,418	36,521	33,531	32,581	33,896	38,471	44,493	47,074
Operating income	39,279	34,557	47,346	38,793	26,326	26,742	22,998	15,257	17,507	16,428
Income attributable to owners of parent	23,528	19,622	30,115	25,750	15,064	20,741	12,416	5,343	10,214	8,630
Basic earnings per share* (Yen)	173.01	144.29	221.45	189.35	110.77	152.89	92.56	41.35	80.09	70.69
Operating margin (%)	8.6	8.1	9.9	9.4	7.3	7.7	6.6	3.7	4.0	3.6
Return on equity attributable to owners of parent (ROE) (%)	12.1	9.6	13.4	10.5	5.9	7.8	4.3	1.8	3.3	2.7
Return on assets (ROA) (%)	13.6	11.4	14.7	11.7	8.2	9.9	6.4	4.5	5.0	4.6
Effective statutory tax rate (%)	32.3	30.1	30.1	29.9	29.9	29.9	29.9	29.9	29.9	29.9
Average actual tax rate (%)	27.8	29.9	22.7	25.0	29.7	22.5	27.2	42.0	38.0	43.7
Average exchange rate (USD to Yen)	120.1	108.4	110.8	110.9	108.7	106.1	112.4	135.5	144.7	152.6
Average exchange rate (USD to Yuan)	18.9	16.1	16.7	16.5	15.6	15.7	17.5	19.8	20.1	21.1
Capital expenditures	17,064	11,199	8,640	7,412	7,619	6,686	14,466	14,606	13,564	21,654
Depreciation	9,314	9,036	9,676	9,778	10,225	9,616	9,204	10,005	11,062	12,484
R&D expenses	13,168	12,382	11,986	12,709	12,374	12,533	11,930	14,344	15,524	19,497
<b>Total at the End of the Consolidated Fiscal Year</b>										
Total assets	303,948	322,202	351,944	358,265	341,820	390,478	415,985	416,226	446,214	432,366
Property, plant and equipment	76,338	76,576	73,532	71,515	68,530	69,053	76,860	83,874	90,203	93,780
Interest-bearing liabilities	4,335	3,506	4,179	1,742	4,014	5,228	6,030	4,822	4,656	5,757
Total equity	219,092	230,989	259,924	277,424	274,552	301,450	325,583	323,458	348,703	325,686
Shareholders' equity	189,497	204,800	229,866	249,904	259,233	271,278	275,144	265,756	267,362	251,759
<b>Consolidated Cash Flows</b>										
Cash flows from operating activities	47,531	34,045	48,406	43,806	44,193	25,151	20,018	30,445	37,659	28,713
Cash flows from investing activities	(25,299)	(12,409)	(12,742)	(18,321)	(5,366)	(11,709)	(17,196)	(20,970)	(8,669)	(35,867)
Cash flows from financing activities	(12,319)	(14,214)	(11,858)	(16,390)	(12,917)	(14,647)	(23,638)	(18,860)	(17,818)	(31,443)
Free cash flows	22,232	21,636	35,664	25,485	38,827	13,442	2,822	9,475	28,989	(7,153)
<b>Revenue per Consolidated Segment</b>										
Japan	92,071	91,830	93,552	92,856	75,134	78,866	82,698	84,943	91,206	110,467
The Americas	247,087	213,008	224,867	195,604	176,346	141,924	144,527	194,015	240,100	263,555
China	96,513	94,990	121,266	89,187	82,729	117,652	115,236	117,800	87,539	70,814
Asia and Europe	59,257	59,825	76,041	66,822	51,967	34,021	34,202	40,164	48,962	45,050
Overseas revenue	395,571	361,980	412,252	342,496	303,544	288,303	289,660	348,854	371,593	375,488
Overseas revenue ratio (%)	86.2	85.0	86.0	83.1	84.4	83.3	82.8	85.3	84.1	81.5
<b>Stock Information</b>										
Cash dividends per share* (Yen)	33	35	40	42	43	45	54	63	73	83
Consolidated price to earnings ratio (PER) (Times)	7.6	10.4	9.5	8.4	11.5	10.8	14.9	40.6	25.1	23.8
Consolidated dividends payout ratio (%)	19.1	24.3	18.1	22.2	38.8	29.4	58.3	152.4	91.1	117.4

ROE: Income attributable to owners of parent / Total equity attributable to owners of parent (Average)

ROA: Income before income tax / Total assets (Average)

\* The company implemented a two-for-one stock split of its common shares, effective April 1, 2021. Per-share data has been retroactively adjusted as if the stock split had been effective at the beginning of FY2016.

## Non-Financial Highlights

### Environmental Accounting

#### Environmental Conservation Cost

(Unit: Million yen)

		Main Efforts	FY2021		FY2022		FY2023		FY2024		FY2025	
			Investment	Cost	Investment	Cost	Investment	Cost	Investment	Cost	Investment	Cost
Business area cost	Pollution prevention cost	Prevention of air, water, and soil pollution, etc.	12	10	21	15	22	27	4	27	1	27
	Global environmental conservation cost*	Prevention of global warming (including investments in energy conservation and renewable energy), ozone layer protection, and other environmental preservation efforts	176	43	561	71	596	32	440	58	436	49
	Resource circulation cost	Recycling, waste treatment and disposal, and water-saving efforts	25	71	13	59	1	67	4	83	12	86
Upstream/downstream cost		Costs generated from purchasing low environmental impact products and raw materials	5	1	7	3	3	1	0	1	11	1
Administration cost		Environmental management system (EMS) development & operation costs, environmental measurement costs, and office interior “greening” and development costs	15	60	48	46	46	74	24	81	28	77
R&D cost		Research and development of new technology with a high positive environmental impact, such as reducing the weight of products, reducing VOCs (not using paints), and developing recyclable materials	10	4,000	2	4,447	14	4,215	37	4,952	14	5,454
Social activity cost		Environmental measures such as nature protection, “greening,” and scenery preservation	0	1	1	1	0	2	0	3	0	7
Environmental remediation cost		Remediation of soil pollution, etc.	0	0	0	0	0	0	0	0	0	0
Total			243	4,186	652	4,642	682	4,418	509	5,205	502	5,701

Notes:

1. The scope of the survey is TS TECH Co., Ltd. and its domestic consolidated subsidiaries.

2. The above figures include portions ascertained by estimation, such as apportionment.

3. Materials related to environmental accounting, such as guidelines and guidebooks published by the Ministry of the Environment of Japan, were referenced when preparing the table.

4. Costs do not include depreciation costs.

#### Economic Effects (Non-consolidated)

(Unit: Thousand yen)

	FY2021	FY2022	FY2023	FY2024	FY2025
Gain on sale of valuables	5,073	9,654	13,645	11,607	18,708
Cost saved by energy conservation	4,169	3,448	3,975	1,727	3,093
Total	9,242	13,102	17,620	13,334	21,800

#### Material Effects (Non-consolidated)

(Unit)		FY2021	FY2022	FY2023	FY2024	FY2025
Energy consumption	GJ	154,488	161,867	164,634	146,304	162,284
Water consumption	1,000 m <sup>3</sup>	62	51	54	52	56
CO <sub>2</sub> emissions	t-CO <sub>2</sub>	6,671	4,903	2,581	1,480	294
CO <sub>2</sub> emissions due to transportation	t-CO <sub>2</sub>	1,449	1,467	1,431	1,624	1,904
Total waste output	t	1,120	1,384	1,495	1,460	1,789
VOC emissions	t	16	18	27	30	24
PRTR emissions	t	0	0	0	0	0

## Non-Financial Highlights

Non-consolidated: Six domestic sites of TS TECH Co., Ltd.

Consolidated: TS TECH Co., Ltd. and its 35 consolidated subsidiaries in Japan and overseas

#### In-House Training Sessions and Related Data (Non-consolidated)

	FY2021	FY2022	FY2023	FY2024	FY2025
Human rights/diversity training (Number of times)	7	8	8	8	9
Training time per employee (Hours)	11.1	9.8	9.3	9.1	6.6
Training expenditures (Million yen)	21.6	34.6	34.3	26.6	56.7
Training expenditures per employee (Yen)	12,456	19,634	20,060	16,028	34,737

#### In-House Training Sessions: Number of Attendees (Non-consolidated)

(Unit: Persons)

	FY2021	FY2022	FY2023	FY2024	FY2025
Practical training sessions for risk assessment* <sup>1</sup>	0* <sup>2</sup>	0* <sup>2</sup>	0* <sup>2</sup>	100	86
Mental health seminars	70* <sup>2</sup>	61* <sup>2</sup>	73* <sup>2</sup>	193	165

\*1 Seminars held for company employees. We have also held “Risk Assessment Training Regarding Specified Chemical Substances.”

\*2 Practical training sessions for risk assessment were canceled in order to prevent the spread of COVID-19. For the same reason, mental health seminars were held less often, canceled, or held using a different method, depending on the risk of infection in each workplace.

#### Employee Engagement (Non-consolidated)

	FY2021	FY2022	FY2023	FY2024	FY2025
Engagement score* <sup>1</sup>	(30.4)	42.1	40.9	41.8	41.4
Response rate (%)	–	98.3	95.6	97.6	97.4
Percentage of employees highly satisfied with their company, work, supervisors, and workplace* <sup>2</sup>	–	29.4	28.8	32.2* <sup>3</sup>	33.1* <sup>3</sup>

\*1 For FY2021, the figure in parentheses represents the DI score from the employee satisfaction survey. From FY2022 onward, scores are based on Link and Motivation Inc's Motivation Cloud.

\*2 Percentage of respondents who rated overall satisfaction in each category as 4 or higher on a 5-point scale.

\*3 Values are presented after truncating at the first decimal place.

#### Employment-Related Data (Non-consolidated)

	FY2021	FY2022	FY2023	FY2024	FY2025
Percentage of managers who are women (%)	2.6	2.9	2.7	2.8	3.0
Percentage of employees with a disability (%)	2.7	2.7	3.0	2.8	2.9
Percentage of employees who are non-Japanese (%)	0.6	0.6	0.6	0.6	0.5
Number of new graduates hired (Persons)	47	48	46	50	45
Number of employees who leave within three years of hiring (Persons)	5	2	5	6	11
Turnover rate within three years of hiring (%)	9.6	4.0	9.3	12.8	15.0
Percentage of employees hired mid-career* (%)	6.0	12.7	23.3	37.5	50.0

\* The percentage of employees hired mid-career among employees hired for regular employment

#### Major Personnel Data (Non-consolidated)

		FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees by gender* <sup>1</sup> (Persons)	Male	1,551	1,573	1,526	1,482	1,454
	Female	187	190	184	178	180
	Total	1,738	1,763	1,710	1,660	1,634
Average years of service* <sup>1</sup> (Years)	Male	17.2	17.8	18.0	17.8	17.6
	Female	15.8	16.2	16.2	16.7	16.6
	Overall	17.1	17.6	17.9	17.7	17.5
Gender wage gap for workers* <sup>2</sup> (%)	All employees	72.3	72.4	71.9	74.0	72.4
	Regular workers	78.6	77.7	76.5	78.2	77.9
	Part-time and fixed-term contract workers	60.2	64.6	77.3	84.1	64.4

\*1 Only for regular workers

\*2 Ratio of average annual wages of female employees to average annual wages of male employees

## Non-Financial Highlights

### Maternity, Childcare, and Nursing Care Leave Data (Non-consolidated)

		FY2021	FY2022	FY2023	FY2024	FY2025
Percentage of employees taking paid leave (%)		96.6	99.4	104.1	103.7	102.6
Percentage of employees using half-day vacations (%)		58.4	65.8	66.4	65.0	66.5
Number of employees using maternity leave (Persons)		6	11	9	5	7
Number of employees using childcare leave (Persons)	Male	8	13	27	27	38
	Female	6	10	9	6	6
	Total	14	23	36	33	44
Percentage of employees using childcare leave (%)	Male	11	19	43	50	70
	Female	100	100	90	100	100
	Total	18	29	58	55	73
Rate of return to work after childcare leave (%)	Male	100	100	100	100	100
	Female	100	100	88	100	100
	Total	100	100	97	100	100
Number of employees using shorter working hours system for children (Persons)	Male	2	2	6	5	4
	Female	15	15	18	22	23
	Total	17	17	24	27	27
Number of employees using nursing care leave (Persons)	Male	1	1	0	0	0
	Female	0	0	0	1	1
	Total	1	1	0	1	1

### Labor Union Data (Non-consolidated)

	FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees affiliated with the labor union (Persons)	1,504	1,504	1,457	1,422	1,392
Percentage of employees affiliated with the labor union (%)	98	96	96	96	97

\* Calculations exclude managers

### Consolidated (Includes regular, temporary, and dispatched employees)

	FY2021	FY2022	FY2023	FY2024	FY2025
Number of industrial accident deaths (Persons)	0	0	0	1	0 <sup>㊞</sup>
Number of industrial accident injuries (lost worktime accidents) (Persons)	36	25	11	4	9
Lost Time Injury Frequency Rate (LTIFR) (%) <sup>*1</sup>	1.03	0.75	0.31	0.11	0.28 <sup>㊞</sup>
Severity rate <sup>*2</sup> [Industry average] (%)	0.03	0.01	0.01	0.21	0.00

### Contractors<sup>\*3</sup>

	FY2021	FY2022	FY2023	FY2024	FY2025
Number of industrial accident deaths (Persons)	0	0	0	0	0
Number of industrial accident injuries (lost worktime accidents) (Persons)	0	1	1	0	0
Lost Time Injury Frequency Rate (LTIFR) (%)	–	–	–	–	0.00
Severity rate [Industry average] (%)	–	–	–	–	0.00

<sup>\*1</sup> Number of lost time fatalities and injuries during the fiscal year / Total annual working hours × 1,000,000  
The total annual working hours on a consolidated basis is calculated as: Total annual working hours of TS TECH Co., Ltd. (non-consolidated) + (Number of working days per year at 35 consolidated subsidiaries in Japan and overseas × 8 hours × Number of personnel).

<sup>\*2</sup> Lost time injury severity rate: Total lost workdays (lost time days × 0.82) / Total annual working hours × 1,000

<sup>\*3</sup> Total number of workers at nine subcontractors operating within the domestic production sites of TS TECH Co., Ltd.

Figures marked with “<sup>㊞</sup>” have been assured by SGS Japan Inc. through third-party verification.

## Non-Financial Highlights

### Number of Social Contribution Activities Conducted (Consolidated)

(Unit: Activities)

FY2021	FY2022	FY2023	FY2024	FY2025
188	155	213	290	224

### Number of Social Contribution Activities Conducted in Fiscal 2025

(Unit: Activities)

	Japan	The Americas	China	Asia and Europe	Total
Economic assistance	24	52	3	12	91
Social contribution activities	56	49	9	19	133
Total	80	101	12	31	224

### Social Contribution Activity Expenditures (Non-consolidated)

(Unit: Thousand yen)

FY2021	FY2022	FY2023	FY2024	FY2025
17,303	282,063 <sup>*</sup>	43,440	16,909	52,890

<sup>\*</sup> Includes facility repair expenses for Konosu Flower Stadium (Saitama Prefecture), the base venue for the activities of the baseball club

### Improvement Initiatives (Consolidated)

	FY2021	FY2022	FY2023	FY2024	FY2025
Number of participating teams <sup>*1</sup>	0 <sup>*2</sup>	334	367	392	308

<sup>\*1</sup> Improvement activities undertaken by small groups. Generally referred to as a “QC (Quality Control) Circle,” the activities are aimed at developing human resources who can use the QC method to solve problems and manage and improve operations.

<sup>\*2</sup> Activities were not implemented to prevent the spread of COVID-19.

### Number of Patents Held

(Unit: Patents)

	FY2021	FY2022	FY2023	FY2024	FY2025
Domestic	1,260	1,401	1,565	1,747	1,881
Overseas	704	800	864	879	963

### Dialogue with Stockholders and Investors

	FY2021	FY2022	FY2023	FY2024	FY2025
General Meeting of Shareholders: Number of attendees	9 <sup>*1</sup>	7 <sup>*1</sup>	18	30	33
Events for individual investors: Number of participants	0 <sup>*2</sup>	0 <sup>*2</sup>	0 <sup>*2</sup>	0 <sup>*2</sup>	16
IR/SR meeting record (Number of companies) (Including small meetings and conference calls)	355	269	290	291	233

<sup>\*1</sup> To prevent the spread of COVID-19, shareholders were asked to refrain from attending the venue.

<sup>\*2</sup> Events for individual investors were canceled to prevent the spread of COVID-19.

### Governance-Related Data

(Unit: Cases [Yen])

	FY2021	FY2022	FY2023	FY2024	FY2025
Fines and penalties for anti-competitive practices (Consolidated)	0 [0]	0 [0]	0 [0]	0 [0]	0 [0]
Cases recognized as corruption or bribery (Consolidated)	0 [0]	0 [0]	0 [0]	0 [0]	0 [0]
Number of political donations (Non-consolidated)	0 [0]	0 [0]	0 [0]	0 [0]	0 [0]