

# Stakeholder Engagement

The TS TECH Group is committed to dialogue with its stakeholders, including customers, employees, shareholders and investors, business partners, and local communities, and aims to co-create value with them by incorporating valuable opinions and requests received through communication into its management and business activities. We will continue to build relationships of trust with our stakeholders through dialogue and create new value in order to maintain our position as a company that is sincerely appreciated by all and whose presence is valued by all of its stakeholders.

	Relationship with stakeholders	Dialogue method
<b>Customers (automobile manufacturers, end users)</b>	Based on daily dialogue, we build long-term trusting relationships by identifying customer needs from the very first stage of product development and proposing and creating products that exceed expectations. We will also utilize the feedback we receive from customers through various exhibitions and the opinions we gather from end-users to develop better products and technologies.	<ul style="list-style-type: none"> <li>• Daily sales activities</li> <li>• Collect opinions from end users through the subsidiary company that sells automobiles</li> <li>• Development and engineering roundtable meetings</li> <li>• Roundtable meetings with business partners hosted by customers</li> <li>• Exhibitions including next-generation vehicle interior presentations</li> </ul>
<b>Employees</b>	The Group aims to be a company where all employees are motivated and can achieve growth, in line with its twin visions of being “A company dedicated to realizing people’s potential” and “A company sincerely appreciated by all.” To enable each of our diverse employees to realize their full potential, we work to improve employee engagement and motivation, and to create an inclusive and amenable work environment. ▶ pp. 52–55	<ul style="list-style-type: none"> <li>• Global distribution of the message from the Representative Director across all Group sites</li> <li>• Engagement survey</li> <li>• Various education and training sessions</li> <li>• Interviews about transfer requests through regular feedback meetings with supervisors</li> <li>• Internal portal site, in-house newsletter</li> <li>• Whistleblower hotline system, consultation service</li> <li>• Consultation with the labor union</li> </ul>
<b>Shareholders and investors</b>	The Group strives to rapidly, accurately, and equitably disclose information, based on its disclosure policies. In addition, we proactively engage in dialogue with shareholders and investors to improve our medium- and long-term corporate value.	<ul style="list-style-type: none"> <li>• General Meeting of Shareholders</li> <li>• Financial results briefings (interim, full year)</li> <li>• Dialogue between senior management and the Group’s shareholders and investors</li> <li>• Investor relations (IR) meetings every quarter</li> <li>• Websites (IR information for investors)</li> <li>• Plant tours for institutional investors, financial analysts, and individual shareholders</li> </ul>
<b>Business partners</b>	Strong partnerships with business partners are essential for the Group to consistently supply high-quality products. We treat all business partners fairly and equitably and hold dialogues in line with the Supplier Sustainability Guidelines in order to build trusting relationships on a global basis. ▶ pp. 57–59	<ul style="list-style-type: none"> <li>• Daily purchasing activities</li> <li>• Annual conference with major business partners</li> <li>• Supplier awards</li> <li>• Carbon Neutrality Seminars</li> <li>• Deployment of Supplier Sustainability Guidelines</li> <li>• Supply chain surveys</li> </ul>
<b>Local communities</b>	Our determination to be a company with deep roots in local communities has inspired us to get involved in various philanthropic programs, such as support for childrearing and environmental conservation (224 programs around the world in fiscal 2025). We will continue to carry out initiatives tailored to the needs of each community, so that we can achieve sustainable growth together with the communities where we do business.	<ul style="list-style-type: none"> <li>• Participation in and cosponsorship of local events</li> <li>• Offering classes at local schools, donation of goods</li> <li>• Environmental conservation activities such as tree planting and local cleanups</li> <li>• Donation of goods to public facilities</li> <li>• Holding baseball training sessions for kids</li> </ul>

## Specific Examples

### Relationships with customers

#### Offering new interior spaces for next-generation vehicles

The automotive industry is undergoing dramatic changes in both market conditions and technology. To respond flexibly to this evolving environment, it is essential to accurately identify customer needs and proactively propose products that exceed expectations. In this context, opportunities for dialogue with customers that incorporate product and technology proposals are becoming increasingly important.

In November 2024, we held our second Next-Generation Automotive Cabin Exhibition, presenting proposals to automakers both inside and outside Japan. Building on the valuable feedback received during the previous event, we provided visitors with the opportunity to experience products that embody our envisioned technologies within actual vehicles. In the future, we will continue to position such dialogue-based forums as a driving force for sustainable growth, refining our proprietary technologies and proposing even more appealing products. ▶ pp. 26–29



Next-Generation Automotive Cabin Exhibition 2024

### Relationships with shareholders and investors

#### Building mutual trust-based relationships through information dissemination and dialogue

We actively engage in IR activities to help shareholders and investors gain a thorough understanding of the Group’s business performance and management policies. We promptly publish financial results and provide timely disclosures through our website, and hold regular meetings with financial analysts and institutional investors in conjunction with quarterly earnings announcements.

We place strong emphasis on appropriate information disclosure and two-way communication, conducting over 230 investor engagements annually. In March 2025, we also hosted factory tours for individual shareholders, offering valuable opportunities to observe actual production lines and gain deeper insight into our initiatives to enhance quality and production efficiency.

In the future, we will continue to engage in ongoing dialogue to build stronger relationships of trust and increase our corporate value.



Individual investors listening to process explanation during plant tour

### Relationship with local communities

#### Social contribution activities rooted in local communities

The Group engages in social contribution activities tailored to each locality, based on the Group Vision Statement of being “A company sincerely appreciated by all.”

In fiscal 2025, each of our locations in the United States collaborated with local fire departments to donate Christmas presents to children in need. We are also expanding initiatives to support the healthy development of children around the world. These include computer guidance for local students by employee volunteers at TS TECH (THAILAND) CO., LTD., and baseball clinics hosted by the baseball club at our Saitama Plant for local elementary and junior high school students.



Toy drive activity held in the Americas