

Fundamental Principles for Value Creation

TS TECH Philosophy

- ▶ Vision Statement
- ▶ Mission Statement
- ▶ Operational Directives



Solid corporate foundation

Accumulated capital

Financial capital

Intellectual capital

Manufactured capital

Natural capital

Human capital

Social and relationship capital

External environmental changes
Market recognition by segment

Materiality: Priority management themes (Key issues)

15th Medium-Term Management Plan management policy **Realizing ESG management**

Priority strategies

Growth strategies

Regional strategies

Functional strategies

2030 Vision Innovative Quality Company —Continued creation of new value—

Continuing to be a reassuring presence for all our stakeholders and remaining "A company sincerely appreciated by all"

- Contributing to a decarbonized society through products and business activities
- Providing safe, secure, comfortable, and appealing automotive cabins

Realizing a sustainable society