

Integrated Report 2025

TS TECH Integrated Report



Bringing joy to society through the power of people

TS TECH Philosophy

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.

Operational Directives

- We should make our workplace a vibrant one, valuing consensus and communication.
- Work should be done in accordance with the circumstances, with importance placed on time and priorities.
- We must always challenge ourselves to create new value by leveraging our passion and know-how.
- Each of us should always persevere to make our individual vision a reality.

The value of our existence lies in the TS TECH Philosophy, which doesn't change over time.

As "A company dedicated to realizing people's potential, a company sincerely appreciated by all," we have always pursued products that bring a smile to customers' faces by making the most of the abilities of each and every employee.

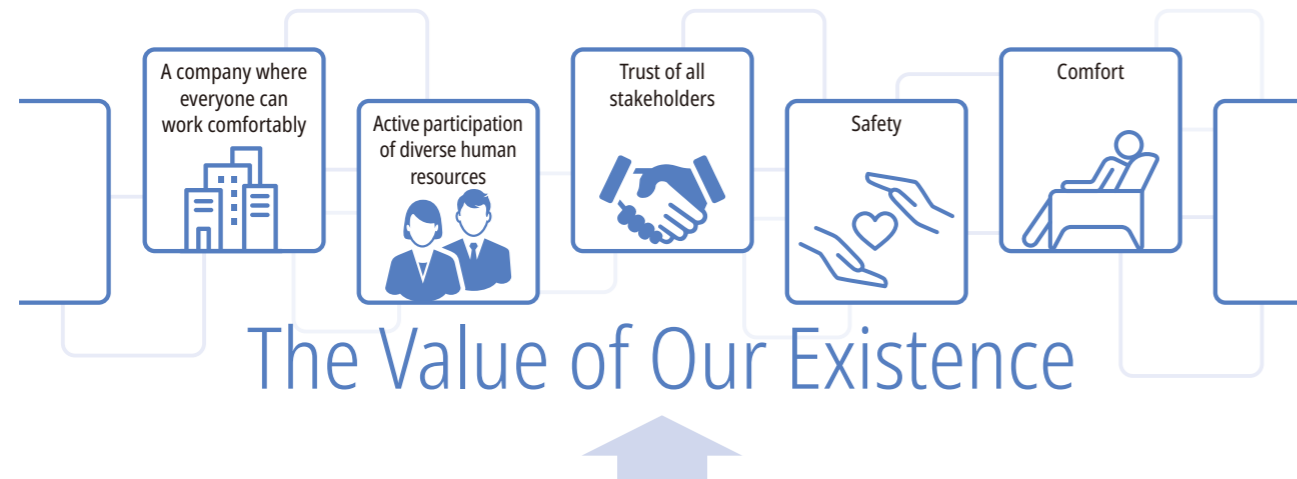
The value we create will always keep changing as we continue to deliver excitement like never before to the world, but our beliefs will never change.

We will continue meeting the challenge of endless possibilities to make the mobility of the future freer and more enjoyable.



The TS TECH Group—Carrying Forward the TS TECH Philosophy over Generations

The existential value of our company can only be found by embodying the TS TECH Philosophy, which consists of the Vision Statement, Mission Statement, and Operational Directives. Based on a corporate management belief that people are the decisive factor in a company, and as an automotive interior system supplier, we are committed to continuously enhancing our corporate value, striving for harmonious coexistence with society, and remaining a company that is sincerely appreciated by all stakeholders.



Our Vision Statement forms the basis of our corporate activities.

A company dedicated to realizing people's potential
A company sincerely appreciated by all

Dedicated people who work hard and take on challenges are the driving force of our Group, and as such we view them as "valuable human assets." TS TECH highly values and respects its people and strives to build strong relationships of trust with all stakeholders. In doing so, we aim to become a company whose presence is valued and is sincerely appreciated.

Our Mission Statement expresses the purpose of the Group's corporate activities.

We shall provide comfortable, high-quality products at competitive prices to our customers worldwide, always pursuing the infinite possibilities in manufacturing.

The Mission Statement has two parts. The first represents the "form" to embody one of the vision statements: "A company sincerely appreciated by all." The second represents the "spirit" articulated in the other vision statement: "A company dedicated to realizing people's potential."

Each and every employee is aware of and committed to the four Operational Directives.

- ▶ We should make our workplace a vibrant one, valuing consensus and communication.
- ▶ Work should be done in accordance with the circumstances, with importance placed on time and priorities.
- ▶ We must always challenge ourselves to create new value by leveraging our passion and know-how.
- ▶ Each of us should always persevere to make our individual vision a reality.

The people who work for our Group have different types of jobs. They work in development, sales and purchasing, production, or management, for example, and as such their work styles also vary. Each employee incorporates the Operational Directives into their own work as a guide for putting the TS TECH Philosophy into practice and approaches their daily work with the awareness that they are responsible for implementing this philosophy.

Diverse Global Talent Embodying the TS TECH Philosophy: A Driver of Sustainable Growth

Being "A company dedicated to realizing people's potential"

The smiles of our workers will pave the way for our company's future

Under our corporate philosophy of valuing people, I have adopted "Smile" as the slogan for my section, reflecting my commitment to building a cheerful and respectful workplace where individual skills and personalities are appreciated. This initiative aligns with our Vision Statement: "A company dedicated to realizing people's potential."

The New Product Development Section is responsible for creating new value and products that shape the future. No matter how outstanding an individual idea may be, new value cannot be created by one person alone. Product development requires dialogue with colleagues who bring diverse perspectives. That is why it is essential to embody our philosophy of "A company dedicated to realizing people's potential" by accepting and respecting each other's ideas. To foster a stronger sense of unity, we promote initiatives in which every team member plays an active role. These include applauding each speaker at internal meetings and establishing a workplace improvement committee to improve the working environment.

We will continue to support the growth and challenges of each individual, fostering a workplace where everyone can take pride in shaping the future of our company. By sharing the joy of pursuing limitless possibilities together, we aim to contribute to sustainable business growth.



Takayoshi Ito
 Manager
 New Product Development Section
 New Product Development Department
 Corporate Development and Engineering Division

Being "A company sincerely appreciated by all"

How we are becoming a company sincerely appreciated by all

In May 2025, TS TECH established KRISHNA TS TECH AUTO PRIVATE LIMITED (KSTS) as a joint venture with Maruti Suzuki's primary Indian seat supplier, the Krishna Group.

KSTS is the Group's first joint venture development company. It is a product of the Krishna Group's wish to improve its technological capabilities and the TS TECH Group's goal to expand sales in the Indian market. In order to fulfill the aims of both companies, it is vital for employees of different nationalities to understand and respect one another, and to practice good teamwork. I am convinced that good communication is the key that will unlock the two companies' ability to fully share the technologies and rich experience they possess. In turn, this will maximize our ability to create even greater value, and we will be able to deliver products that bring joy to customers, not just in India but around the world.

Going forward, we will work to develop attractive products for the Indian market, where we expect further growth, as we strive to remain "A company sincerely appreciated by all."



Masaaki Matsushima
 Senior Engineering Manager
 KRISHNA TS TECH AUTO PRIVATE LIMITED
 Asia and Europe Region

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Editorial Policy

The TS TECH Group has been issuing the "TS TECH Report," an integrated report that includes both financial and non-financial information, since 2012, and changed its name to the "TS TECH Integrated Report" in fiscal 2021. In this report, we will continue to introduce the Group's stance as an enterprise and the efforts it is making to contribute to sustainability in the course of its business in order to be a company sincerely appreciated by all and whose presence is valued by all of its stakeholders.

About the Report's Formats

<p>Integrated Report</p> 	<p>TS TECH Website</p> <p>Non-Financial Information Sustainability Provides qualitative and quantitative information related to Environmental, Social and Governance factors https://www.tstech.co.jp/english/sustainability/</p> <p>Financial Information IR Information Provides consolidated financial summaries, results announcements, etc. https://www.tstech.co.jp/english/ir/</p>
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Scope of the Report

While the report is based on the consolidated group (TS TECH Co., Ltd. and its domestic and overseas subsidiaries and affiliates), some data regarding environmental and social initiatives, etc., may pertain to aggregate results for the non-consolidated company in Japan. Cases in which the scope of aggregation differs will be specified in the text.

About the Report's Designations

"TS TECH Group" (the Group) signifies the consolidated group, while "TS TECH" (the company) signifies the non-consolidated company in Japan.

Term Covered

Fiscal 2025 (April 1, 2024–March 31, 2025)

Reference Guidelines

- ISO 26000:2010 standard, International Organization for Standardization (ISO)
- International Integrated Reporting Framework, IFRS Foundation
- Guidance for Collaborative Value Creation, Ministry of Economy, Trade and Industry (METI) of Japan
- Global Reporting Initiative (GRI) Sustainability Reporting Standards, etc.

Disclaimer

This report contains forward-looking statements from TS TECH Co., Ltd. pertaining to plans, forecasts, strategies, and results. These forward-looking statements are based on currently available information.