

## Financial/Non-Financial Information

## Financial Highlights

## 10-Year Financial Summary

(Unit: Million yen)

Fiscal Year under Review on a Consolidated Basis	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Revenue	422,317	458,732	425,794	479,490	412,072	359,682	346,149	349,958	409,200	441,713
Cost of sales	352,716	381,258	355,176	399,329	338,031	300,307	288,671	295,716	355,790	381,860
Selling, general and administrative expenses	33,768	39,414	35,755	37,418	36,521	33,531	32,581	33,896	38,471	44,493
Operating income	36,047	39,279	34,557	47,346	38,793	26,326	26,742	22,998	15,257	17,507
Income attributable to owners of parent	22,585	23,528	19,622	30,115	25,750	15,064	20,741	12,416	5,343	10,214
Basic earnings per share* (Yen)	166.08	173.01	144.29	221.45	189.35	110.77	152.89	92.56	41.35	80.09
Operating margin (%)	8.5	8.6	8.1	9.9	9.4	7.3	7.7	6.6	3.7	4.0
Return on equity attributable to owners of parent (ROE) (%)	12.8	12.1	9.6	13.4	10.5	5.9	7.8	4.3	1.8	3.3
Return on assets (ROA) (%)	14.3	13.6	11.4	14.7	11.7	8.2	9.9	6.4	4.5	5.0
Effective statutory tax rate (%)	34.8	32.3	30.1	30.1	29.9	29.9	29.9	29.9	29.9	29.9
Average actual tax rate (%)	31.2	27.8	29.9	22.7	25.0	29.7	22.5	27.2	42.0	38.0
Average exchange rate (USD to Yen)	109.9	120.1	108.4	110.8	110.9	108.7	106.1	112.4	135.5	144.7
Average exchange rate (USD to Yuan)	17.7	18.9	16.1	16.7	16.5	15.6	15.7	17.5	19.8	20.1
Capital expenditures	19,754	17,064	11,199	8,640	7,412	7,619	6,686	14,466	14,606	13,564
Depreciation	7,860	9,314	9,036	9,676	9,778	10,225	9,616	9,204	10,005	11,062
R&D expenses	12,900	13,168	12,382	11,986	12,709	12,374	12,533	11,930	14,344	15,524
<b>Total at End of Fiscal Year</b>										
Total assets	296,858	303,948	322,202	351,944	358,265	341,820	390,478	415,985	416,226	446,214
Property, plant and equipment	74,349	76,338	76,576	73,532	71,515	68,530	69,053	76,860	83,874	90,203
Interest-bearing liabilities	3,960	4,335	3,506	4,187	1,742	4,014	5,228	6,030	4,822	4,656
Total equity	216,502	219,092	230,989	259,924	277,424	274,552	301,450	325,583	323,458	348,703
Shareholders' equity	170,545	189,497	204,800	229,866	249,904	259,233	271,278	275,144	265,756	267,362
<b>Cash Flows</b>										
Cash flows from operating activities	35,056	47,531	34,045	48,406	43,806	44,193	25,151	20,018	30,445	37,659
Cash flows from investing activities	(22,771)	(25,299)	(12,409)	(12,742)	(18,321)	(5,366)	(11,709)	(17,196)	(20,970)	(8,669)
Cash flows from financing activities	(11,231)	(12,319)	(14,214)	(11,858)	(16,390)	(12,917)	(14,647)	(23,638)	(18,860)	(17,818)
Free cash flows	12,285	22,232	21,636	35,664	25,485	38,827	13,442	2,822	9,475	28,989
<b>Revenue per Consolidated Segment</b>										
Japan	85,899	92,071	91,830	93,552	92,856	75,134	78,866	82,698	84,943	91,206
The Americas	219,534	247,087	213,008	224,867	195,604	176,346	141,924	144,527	194,015	240,100
China	91,057	96,513	94,990	121,266	89,187	82,729	117,652	115,236	117,800	87,539
Asia and Europe	58,727	59,257	59,825	76,041	66,822	51,967	34,021	34,202	40,164	48,962
Overseas revenue	362,463	395,571	361,980	412,252	342,496	303,544	288,303	289,660	348,854	371,593
Overseas revenue ratio (%)	85.8	86.2	85.0	86.0	83.1	84.4	83.3	82.8	85.3	84.1
<b>Stock Information</b>										
Cash dividends per share* (Yen)	30	33	35	40	42	43	45	54	63	73
Consolidated price to earnings ratio (PER) (Times)	9.8	7.6	10.4	9.5	8.4	11.5	10.8	14.9	40.6	25.1
Consolidated dividends payout ratio (%)	18.1	19.1	24.3	18.1	22.2	38.8	29.4	58.3	152.4	91.1

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.

## Non-Financial Highlights

### Environmental

#### Environmental Accounting

##### Environmental Conservation Cost (Non-consolidated)

(Unit: Million yen)

		Main Efforts	FY2020		FY2021		FY2022		FY2023		FY2024	
			Investment	Cost	Investment	Cost	Investment	Cost	Investment	Cost	Investment	Cost
Business area cost	Pollution prevention cost	Prevention of air, water, and soil pollution, etc.	6	11	12	10	21	15	22	27	4	27
	Global environmental conservation cost*	Prevention of global warming and ozone depletion and other environmental preservation efforts	208	62	176	43	*1561	71	*2596	32	*3440	58
	Resource circulation cost	Recycling, waste treatment and disposal, and water-saving efforts	7	56	25	71	13	59	1	67	4	83
Upstream/downstream cost		Costs generated from purchasing low environmental impact products and raw materials	48	3	5	1	7	3	3	1	—	1
Administration cost		Environmental management system (EMS) development & operation costs, environmental measurement costs, and office interior “greening” and development costs	62	82	15	60	48	46	46	74	24	81
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	9	4,184	10	4,000	2	4,447	14	4,215	37	4,952
Social activity cost		Environmental measures such as nature protection, “greening,” and scenery preservation	—	2	—	1	1	1	—	2	—	3
Environmental remediation cost		Remediation of soil pollution, etc.	—	—	—	—	—	—	—	—	—	—
Total			339	4,399	243	4,186	652	4,642	682	4,418	509	5,205

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.

\*1 Expenses related to construction of the new building at the Hamamatsu Plant

\*2 Expenses related to solar power generation equipment at the Saitama, Hamamatsu, and Suzuka plants

\*3 Expenses related to solar power generation equipment at the Saitama and Hamamatsu plants

##### Economic Effects (Non-consolidated)

(Unit: Thousand yen)

	FY2020	FY2021	FY2022	FY2023	FY2024
Gain on sale of valuables	4,613	5,073	9,654	13,645	11,607
Cost saved by energy conservation	16,073	4,169	3,448	3,975	1,727
Total	20,686	9,242	13,102	17,620	13,334

##### Material Effects (Non-consolidated)

(Unit)		FY2020	FY2021	FY2022	FY2023	FY2024
Energy consumption	GJ	166,002	154,488	161,867	164,634	146,304
Water consumption	1,000 m <sup>3</sup>	81	62	51	54	52
CO <sub>2</sub> emissions	t-CO <sub>2</sub>	8,394	6,671	4,903	2,581	1,480
CO <sub>2</sub> emissions due to transportation	t-CO <sub>2</sub>	1,845	1,449	1,467	1,431	1,624
Total waste output	t	1,062	1,120	1,384	1,495	1,460
VOC emissions	t	28	16	18	27	30
PRTR emissions	t	0	0	0	0	0

## Non-Financial Highlights

### Social

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

	FY2020	FY2021	FY2022	FY2023	FY2024
Human rights/diversity training (Number of times)	8	7	8	8	8
Training time per employee (Hours)	8.8	11.1	9.8	9.3	9.1
Training expenditures (Million yen)	84.4	21.6*	34.6*	34.3*	26.6*
Training expenditures per employee (Yen)	49,252	12,456*	19,634*	20,060*	16,028*

\* Training expenditures have decreased significantly due to postponement and revised modalities for training sessions as part of efforts to prevent the spread of COVID-19.

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

(Unit: Persons)

	FY2020	FY2021	FY2022	FY2023	FY2024
Practical training sessions for risk assessment*1	28	0*2	0*2	0*2	100
Mental health seminars	108	70*2	61*2	73*2	193

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

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

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

	FY2020	FY2021	FY2022	FY2023	FY2024
Percentage of managers who are women (%)	2.3	2.6	2.9	2.7	2.8
Percentage of employees with a disability (%)	2.6	2.7	2.7	3.0	2.8
Percentage of employees who are non-Japanese (%)	0.5	0.6	0.6	0.6	0.6
Number of new graduates hired (Persons)	54	47	48	46	50
Number of employees who leave within three years of hiring (Persons)	5	5	2	5	6
Turnover rate within three years of hiring (%)	8.9	9.6	4.0	9.3	12.8
Percentage of employees hired mid-career*1 (%)	18.2	6.0	12.7	23.3	37.5
Engagement score*2	(29.8)	(30.4)	42.1	40.9	41.8

\*1 The percentage of employees hired mid-career among employees hired for regular employment

\*2 Parenthetical values for fiscal 2020 to fiscal 2021 show satisfaction survey-based DI values. From fiscal 2022, scores are based on Link and Motivation Inc.'s Motivation Cloud.

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

		FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees by gender*1 (Persons)	Male	1,524	1,551	1,573	1,526	1,482
	Female	191	187	190	184	178
	Total	1,715	1,738	1,763	1,710	1,660
Average years of service*1 (Years)	Male	16.6	17.2	17.8	18.0	17.8
	Female	15.0	15.8	16.2	16.2	16.7
	Overall	16.5	17.1	17.6	17.9	17.7
Gender wage gap for workers*2 (%)	All employees	71.4	72.3	72.4	71.9	74.0
	Regular workers	79.2	78.6	77.7	76.5	78.2
	Part-time and fixed-term contract workers	57.4	60.2	64.6	77.3	84.1

\*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)

		FY2020	FY2021	FY2022	FY2023	FY2024
Percentage of employees taking paid leave (%)		99.6	96.6	99.4	104.1	103.7
Percentage of employees using half-day vacations (%)		58.4	58.4	65.8	66.4	65.0
Number of employees using maternity leave (Persons)		3	6	11	9	5
Number of employees using childcare leave (Persons)	Male	4	8	13	27	27
	Female	6	6	10	9	6
	Total	10	14	23	36	33
Percentage of employees using childcare leave (%)	Male	5	11	19	43	50
	Female	100	100	100	90	100
	Total	13	18	29	58	55
Rate of return to work after childcare leave (%)	Male	100	100	100	100	100
	Female	100	100	100	88	100
	Total	100	100	100	97	100
Number of employees using shorter working hours system for children (Persons)	Male	2	2	2	6	5
	Female	17	15	15	18	22
	Total	19	17	17	24	27
Number of employees using nursing care leave (Persons)	Male	0	1	1	0	0
	Female	0	0	0	0	1
	Total	0	1	1	0	1

### Labor Union Data (Non-consolidated)

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees affiliated with the labor union (Persons)	1,491	1,504	1,504	1,457	1,422
Percentage of employees affiliated with the labor union (%)	98	98	96	96	96

\* Calculations exclude managers

### Industrial Accident Circumstances (Non-consolidated) [Consolidated]

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of industrial accident deaths (Persons)	0 [0]	0 [0]	0 [0]	0 [0]	0 [1]
Number of industrial accident injuries (lost worktime accidents) (Persons)	2 [36]	0 [36]	1 [25]	0 [11]	0 [4]
Frequency rate <sup>*1</sup> [Industry average] (%)	0.52 [0.99]	0.00 [1.03]	0.27 [0.75]	0.00 [0.31]	0.00 [0.11]
Severity rate <sup>*2</sup> [Industry average] (%)	0.01 [0.02]	0.00 [0.03]	0.01 [0.01]	0.00 [0.01]	0.00 [0.21]

\*1 Expresses the frequency of accident occurrences as the number of fatalities and injuries due to industrial accidents per million hours worked

\*2 Expresses the degree of severity of an accident as the number of working days lost per thousand hours worked. However, this is limited to industrial accidents causing one or more lost working days.

### Industrial Accident Circumstances (Contractors)

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of industrial accident deaths (Persons)	0	0	0	0	0
Number of industrial accident injuries (lost worktime accidents) (Persons)	2	0	1	1	0

## Non-Financial Highlights

### Number of Patents Held

(Unit: Patents)

	FY2020	FY2021	FY2022	FY2023	FY2024
Domestic	1,180	1,260	1,401	1,565	1,747
Overseas	644	704	800	864	879

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

(Unit: Activities)

FY2020	FY2021	FY2022	FY2023	FY2024
285	188*	155*	213*	290

\* Some social contribution activities have been canceled or postponed as part of efforts to prevent the spread of COVID-19.

### Number of Social Contribution Activities Conducted in Fiscal 2024

(Unit: Activities)

	Japan	The Americas	China	Asia and Europe	Total
Economic assistance	17	58	6	1	82
Social contribution activities	95	77	9	27	208

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

(Unit: Thousand yen)

FY2020	FY2021	FY2022	FY2023	FY2024
41,824	17,303	282,063*	43,440	16,909

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

### Improvement Initiatives (Consolidated)

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of participating teams <sup>*1</sup>	483	— <sup>*2</sup>	334	367	392 <sup>*3</sup>

\*1 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.

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

\*3 The number of participating team has increased due to the inclusion of domestic affiliates in the scope of activities.

### Dialogue with Stockholders and Investors

	FY2020	FY2021	FY2022	FY2023	FY2024
General Meeting of Shareholders: Number of attendees	12*	9*	7*	18	30
IR/SR interviews: Number of companies (Including small meetings and conference calls)	168	355	269	290	291

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

### Governance-Related Data

(Unit: Cases)

	FY2020	FY2021	FY2022	FY2023	FY2024
Fines and penalties for anti-competitive practices (Consolidated)	0	0	0	0	0
Cases recognized as corruption or bribery (Consolidated)	0	0	0	0	0
Number of political donations (Non-consolidated)	0	0	0	0	0