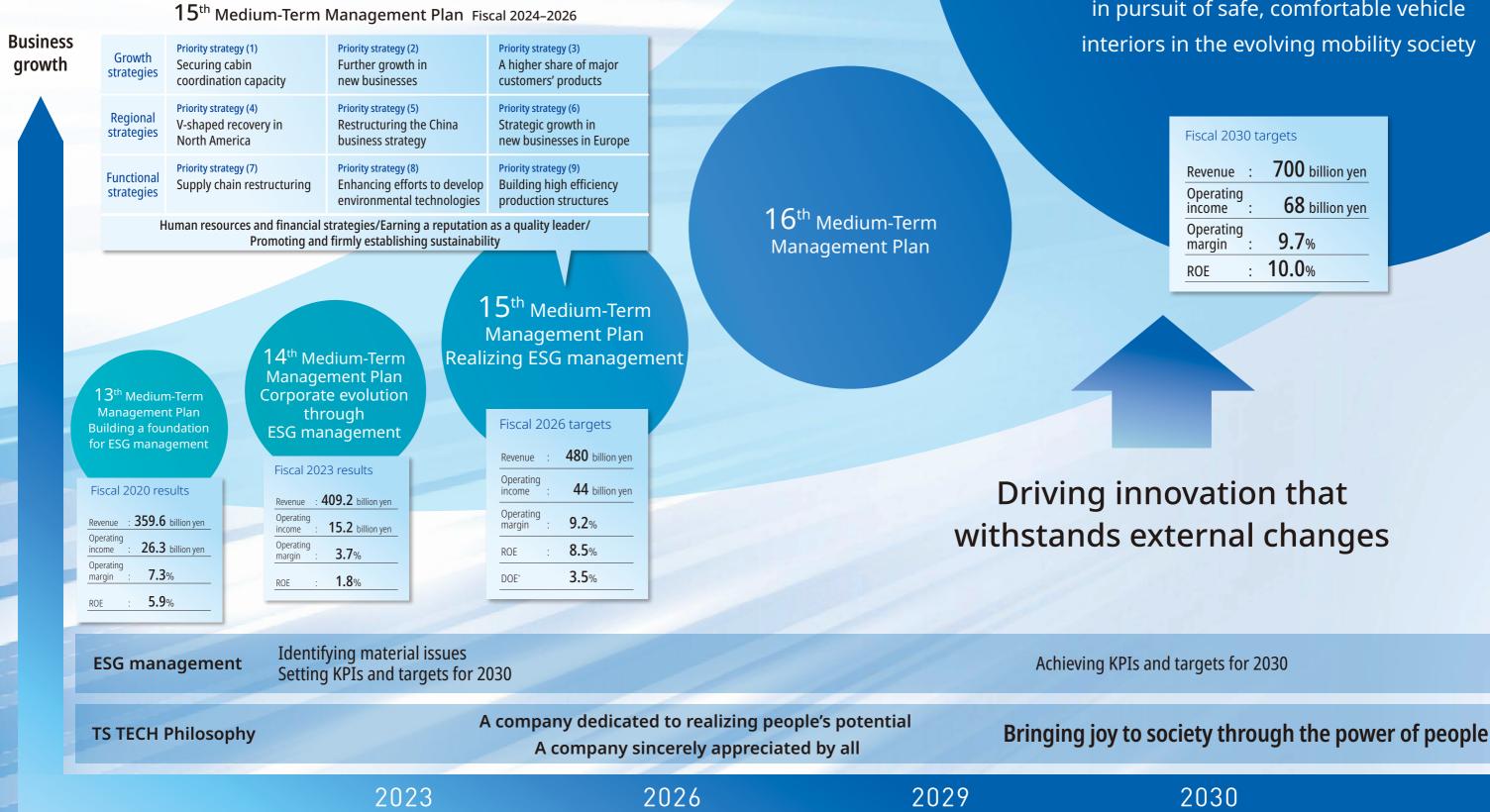
2030 Vision

The TS TECH Group's Vision Statement—"A company dedicated to realizing people's potential, a company sincerely in the evolving mobility society, we will not only achieve our 2030 Vision but also help to build a more sustainable world. In doing so, we will continue to serve as a reassuring presence for all our stakeholders and be a company sincerely appreciated by all.



Contents

* Dividend on equity ratio (DOE) = Total dividends / Shareholders' equity (Equity attributable to owners of parent)

2030 Vision Innovative quality company

-Continued creation of new value-Providing innovative, attractive products in pursuit of safe, comfortable vehicle interiors in the evolving mobility society

Revenue	:	700 billion yen
Operating income	:	68 billion yen
Operating margin	:	9.7%
ROE	:	10.0%