

# 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. 42–43	<ul style="list-style-type: none"> <li>• Global distribution of the President’s message across all Group sites</li> <li>• Engagement survey</li> <li>• Various education and training sessions</li> <li>• Regular feedback meetings with superiors</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 and securities analysts</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. 47–49	<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 (290 programs around the world in fiscal 2024). 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

### Involvement with customers

#### Proposing new interiors for next-generation vehicles

There have been dramatic changes surrounding the auto industry in recent years. In order to respond to these changes, accurately identify customer needs, and provide products that exceed expectations, it is important for the TS TECH Group to promote dialogue with customers, including on product and technical proposals.

As part of this effort, in November 2022 we held a presentation event to showcase the Group’s next-generation vehicle interiors, where we made product proposals to Japanese and other automakers. The event showcased a number of our other cutting-edge technologies, and customers provided a range of comments and opinions.

Based on this feedback, we are working to develop products that better meet customer needs, and we are planning to hold our second next-generation vehicle interior space presentation in November 2024. While further refining our proprietary technologies, we aim to offer products that are even more appealing to our customers.



Presentation event for our next-generation vehicle interiors held in November 2022

### Relationships with shareholders and investors

#### Building interactive trust relationships through information dissemination and dialogue

We proactively carry out IR activities to ensure that all shareholders and investors understand the TS TECH Group’s financial results and management approach. On our website, we promptly post financial results and timely disclose information. In addition, we provide more than 250 meeting opportunities annually for securities analysts and institutional investors for each quarterly earnings release, emphasizing appropriate disclosure and interactive communication. In fiscal 2024, we also completely revamped our website to make it more user-friendly and to expand and improve the information provided. Going forward, we will continue to build even stronger relationships of trust and enhance our corporate value through continuous information dissemination and dialogue.



IR Information page on our website

### Relationship with the local community

#### Social contribution activities rooted in local communities

A major principle of our corporate philosophy is to become a company sincerely appreciated by all. Under this vision, the TS TECH Group is involved in more than 250 social contribution activities and economic assistance projects each year. In 2023, TS TECH CANADA INC. made a donation to a local hospital for the purchase of medical equipment that will be used to provide advanced medical care. TS TECH BANGLADESH LIMITED also utilizes its sewing technology to make and donate cushions that can be used as emergency head covers in the event of a disaster, as well as backpacks that can be used for commuting to school. These are just a few examples of the TS TECH Group’s social contribution activities, which are tailored to the situation and needs of each community. The Group also continues to engage in a variety of other activities that are rooted in local communities. These include the preservation of ecosystems through tree-planting activities and the operation of an in-house cafe to provide employment for people with disabilities.



Donation activities in an elementary school in Bangladesh