

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.

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

Fiscal 2030 targets	
Revenue:	700 billion yen
Operating income:	68 billion yen
Operating margin:	9.7%
ROE:	10.0%

16th Medium-Term Management Plan

15th Medium-Term Management Plan
 Realizing ESG management

Fiscal 2026 targets	
Revenue:	480 billion yen
Operating income:	44 billion yen
Operating margin:	9.2%
ROE:	8.5%
DOE*:	3.5%

14th Medium-Term Management Plan
 Corporate evolution through ESG management

Fiscal 2023 results	
Revenue:	409.2 billion yen
Operating income:	15.2 billion yen
Operating margin:	3.7%
ROE:	1.8%

13th Medium-Term Management Plan
 Building a foundation for ESG management

Fiscal 2020 results	
Revenue:	359.6 billion yen
Operating income:	26.3 billion yen
Operating margin:	7.3%
ROE:	5.9%

15th Medium-Term Management Plan Fiscal 2024–2026

Growth strategies	Priority strategy (1) Securing cabin coordination capacity	Priority strategy (2) Further growth in new businesses	Priority strategy (3) A higher share of major customers' products
Regional strategies	Priority strategy (4) V-shaped recovery in North America	Priority strategy (5) Restructuring the China business strategy	Priority strategy (6) Strategic growth in new businesses in Europe
Functional strategies	Priority strategy (7) Supply chain restructuring	Priority strategy (8) Enhancing efforts to develop environmental technologies	Priority strategy (9) Building high efficiency production structures
Human resources and financial strategies/Earning a reputation as a quality leader/ Promoting and firmly establishing sustainability			

ESG management

Identifying material issues
 Setting KPIs and targets for 2030

Achieving KPIs and targets for 2030

2023

2026

2029

2030

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