




Category	Materiality	Materiality KPIs	14 th Medium-Term Management Plan results	15 th Medium-Term Management Plan targets	2030 targets	Main measures
 Society	Developing attractive, innovative technologies	Innovative technology development expenses as a percentage of R&D expenses	vs. FY2021 +2.6%	vs. FY2021 +3%	vs. FY2021 +10%	<ul style="list-style-type: none"> Proactively investing in original technologies, including biosensing and environmental technologies
	Improving product quality	Seat supplier IQS rating ^{*1}	8.8P	7.0P	2.0P (stable high levels)	<ul style="list-style-type: none"> Enhancing product quality with higher-precision verification tools Constructing a framework enabling ongoing cultivation of quality human resources worldwide
 Environment	Responding to climate change	CO ₂ emissions reduction rate ^{*2}	vs. FY2020 -16%	vs. FY2020 -25%	vs. FY2020 -50%	<ul style="list-style-type: none"> Improving development and manufacturing efficiency Developing and promoting products that use plant-based raw materials, etc. Analyzing and responding to risks and opportunities based on the recommendations of the TCFD Conducting energy management based on ISO 14001/ ISO 50001 Installing energy-saving and renewable-energy equipment
	Recycling and effectively using resources	Waste reduction rate ^{*3}	vs. FY2020 -16% (Total)	vs. FY2020 -25%	vs. FY2020 -50%	
		Water intake reduction rate and environmental impact from wastewater ^{*4}	vs. FY2020 -13% (Total)	vs. FY2020 -15%	vs. FY2020 -50% “0” environmental impact	
	Harmoniously co-existing with nature	Establishment of the TS TECH Fund (matching gift program)	Program survey Study of plans	Establishing a TS TECH Group donation program	Establishing a TS TECH Group donation program	<ul style="list-style-type: none"> Researching and establishing a matching gift program
 Corporate foundation	Respecting human rights	Engagement rating ^{*5}	C	BB	AAA	<ul style="list-style-type: none"> Analyzing survey findings individually by department and identifying priority issues Enhancing the evaluation system and communication opportunities
		Supplier Sustainability Guidelines compliance rate ^{*6}	97% (Subject: 126 domestic suppliers)	100% (Subject: Domestic and international suppliers)	100% (Subject: Domestic and international suppliers)	<ul style="list-style-type: none"> Preparing to expand surveys to verify circumstances of compliance to locations outside Japan
	Reforming work styles to make the most of diversity	Percentage of management positions held by diverse human resources ^{*7}	32.5%	33.3%	35%	<ul style="list-style-type: none"> Supporting career development with rank-specific training Helping personnel balance their work and personal lives (childbirth, childcare, nursing care)
	Strengthening governance	Corporate Governance Code compliance rate	100%	100%	100%	<ul style="list-style-type: none"> Pursuing ongoing efforts to prevent corruption

*1 Rating awarded in the Initial Quality Study (IQS) conducted by J.D. Power Japan, Inc. The study looks at new car buyers and their experiences with any problems and calculates the number of problems indicated per 100 vehicles. The lower the number, the higher the quality.

*2 CO₂ emissions reduction rate (Scope 1 and 2) resulting from the Group's business activities

*3 Rate of reduction of waste (excluding residue, sludge, etc.) resulting from the Group's manufacturing activities

*4 Reduction rate in water intake (amount used) at the Group's production facilities and environmental impact of wastewater resulting from manufacturing activities

*5 The engagement targets look at the company's employees using Link and Motivation Inc.'s Motivation Cloud. The target "AAA" rating is the highest of the 11 ratings.

*6 Rate of compliance with the Supplier Sustainability Guidelines among the Group's suppliers (including overseas suppliers)

*7 Percentage of women, mid-career hires, non-japanese citizens, older employees, and persons with disabilities in management positions