



# FY2015 Second Quarter Financial Result



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**From April 1, 2015 through September 30, 2015**

**TACHI-S CO., LTD.**  
**November 11, 2015**

**FY2015 2Q Financial Result**

**FY2015 Financial Forecast**

**Capital Expenditures**

**Dividend**

**FY2015 2Q Financial Result**

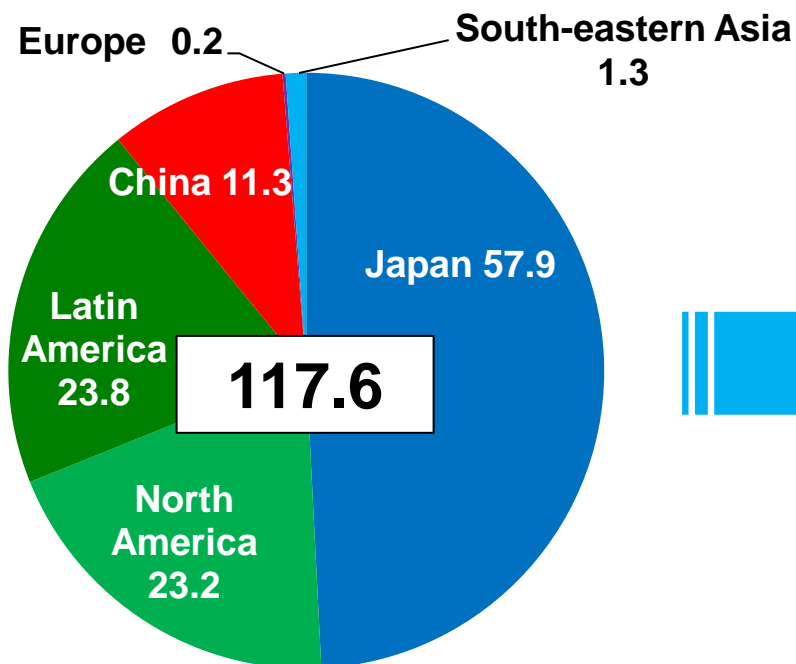
FY2015 Financial Forecast

Capital Expenditures

Dividend

(Unit: billion yen)

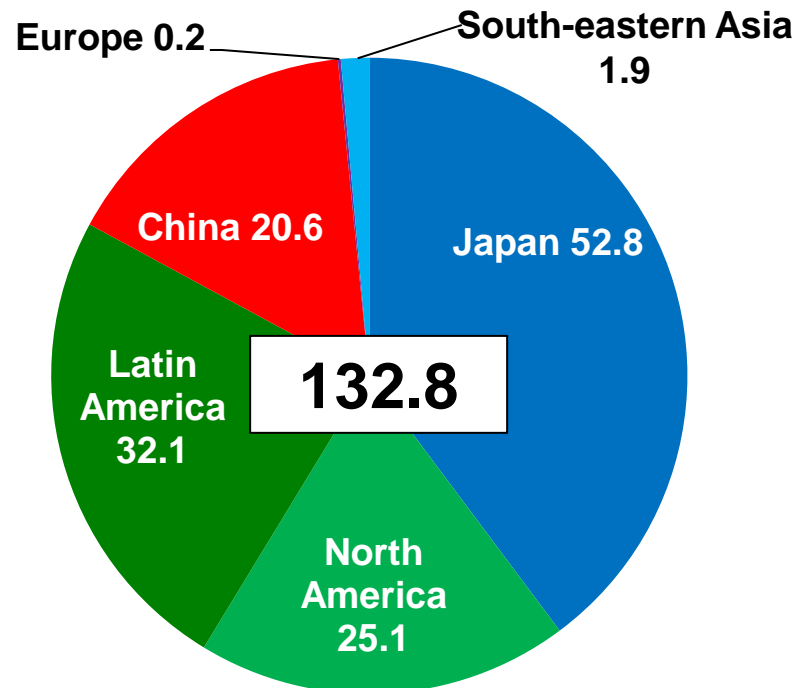
## FY2014 2Q<sub>(14/9)</sub> Result



### 《Sales ratio》

Domestic 49%  
Overseas 51%

## FY2015 2Q<sub>(15/9)</sub> Result



### 《Sales ratio》

Domestic 40%  
Overseas 60%

**Sales in Latin America (+35%) and China (+82%) led to sales increase of the entire TACHI-S group**

## Japan

**Soft market / Change in Marketing mix models**

<<Net Sales>> **-8.7%**

<<Operating income>> **+22.6%**

## North America

**Strong and steady market demands**

<<Net Sales>> **+8.4%**

## Overview

- Regional market variations reflected in sales trends for each region
- Negative impact of unfavorable foreign currency exchange rates

## Latin America

- Steady sales increase of new models
- Unfavorable foreign exchange rates against US dollars

<< Net Sales >> **+35.0%**

<< Operating income >> **-64.3%**

## China

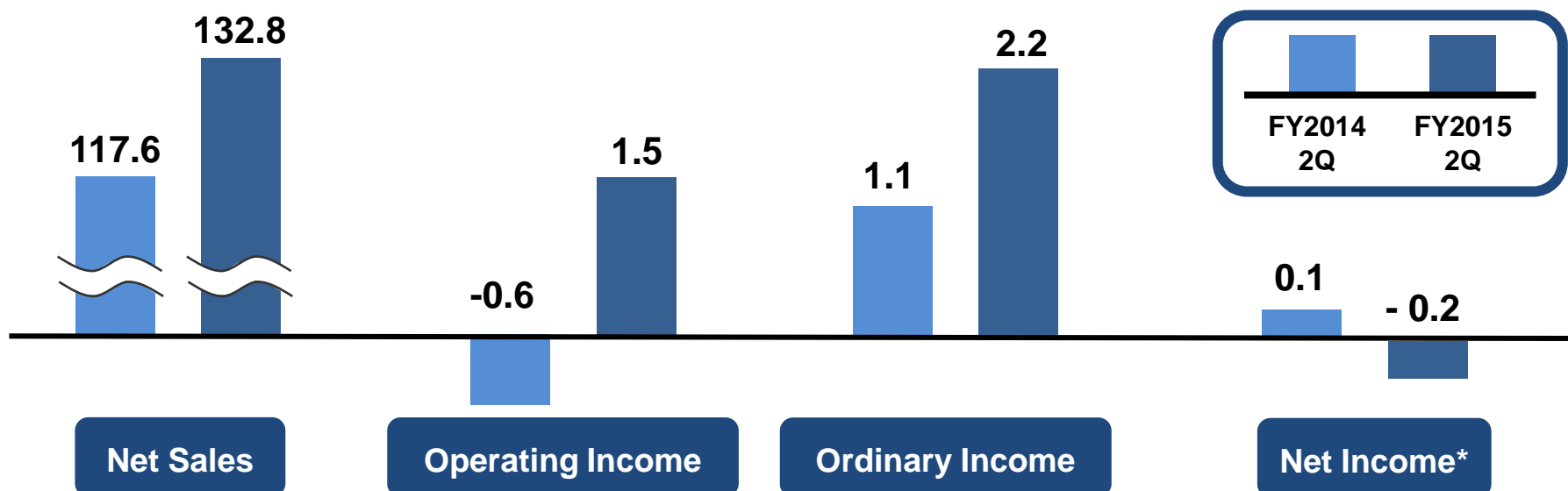
- Steady sales increase of new models
- Expenditure recovery due to recouping initial investment

<< Net sales >> **+82.4%**

(Unit: billion yen)

vs. previous year

	FY2014 2Q	FY2015 2Q	Change	Change (%)
Net Sales	117.6	132.8	+15.2	+12.9
Operating Income	-0.6	1.5	+2.1	—
Ordinary Income	1.1	2.2	+1.1	+92.5
Net Income*	0.1	-0.2	-0.3	—



vs. previous year

# Net Sales

(Unit: billion yen)

132.8

117.6

52.8

25.1

32.1

0.2

20.6

1.9

Region

Change

Change (%)

Japan

-5.1

-8.7%

North America

+2.0

+8.4%

Latin America

+8.3

+35.0%

Europe

+0.0

+14.9 %

China

+9.3

+82.4%

South-eastern Asia

+0.6

+43.3%

FY2014  
2Q

FY2015  
2Q

Exchange Rate	FY2014 2Q	US\$=¥102.52	RMB=¥16.73
	FY2015 2Q	US\$=¥121.76	RMB=¥19.30

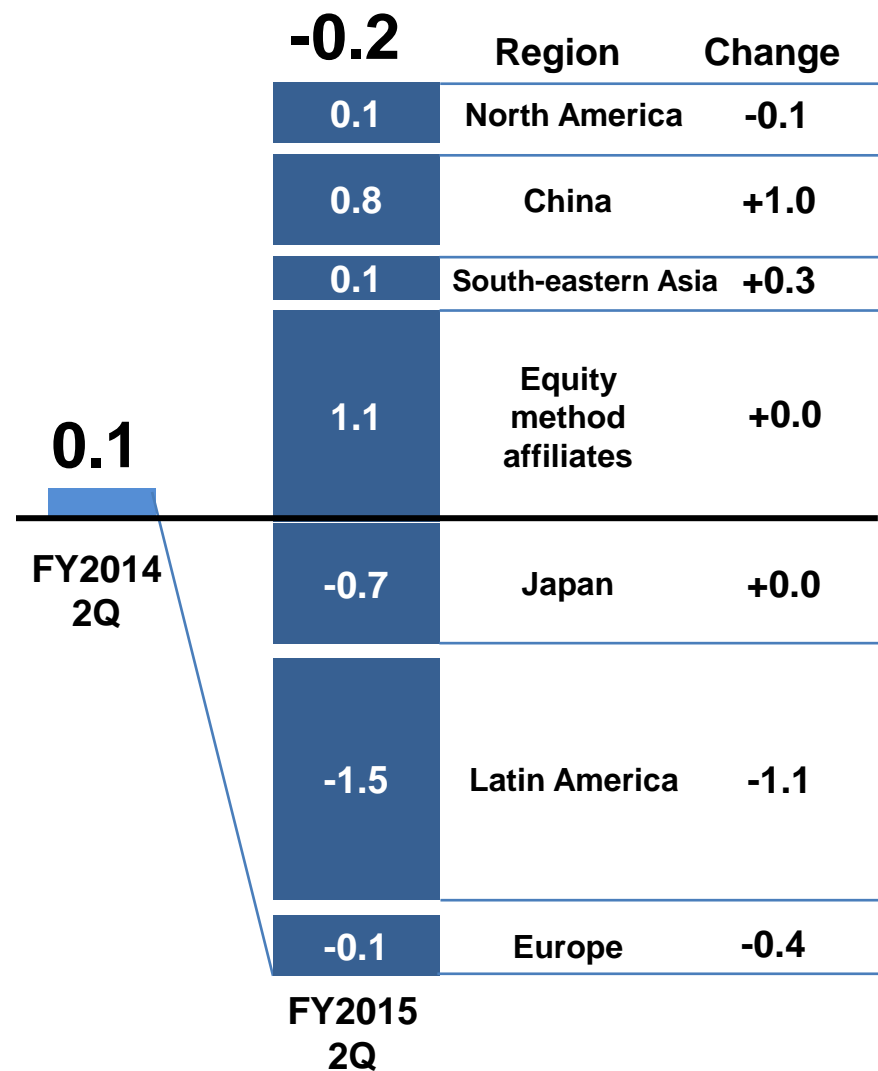
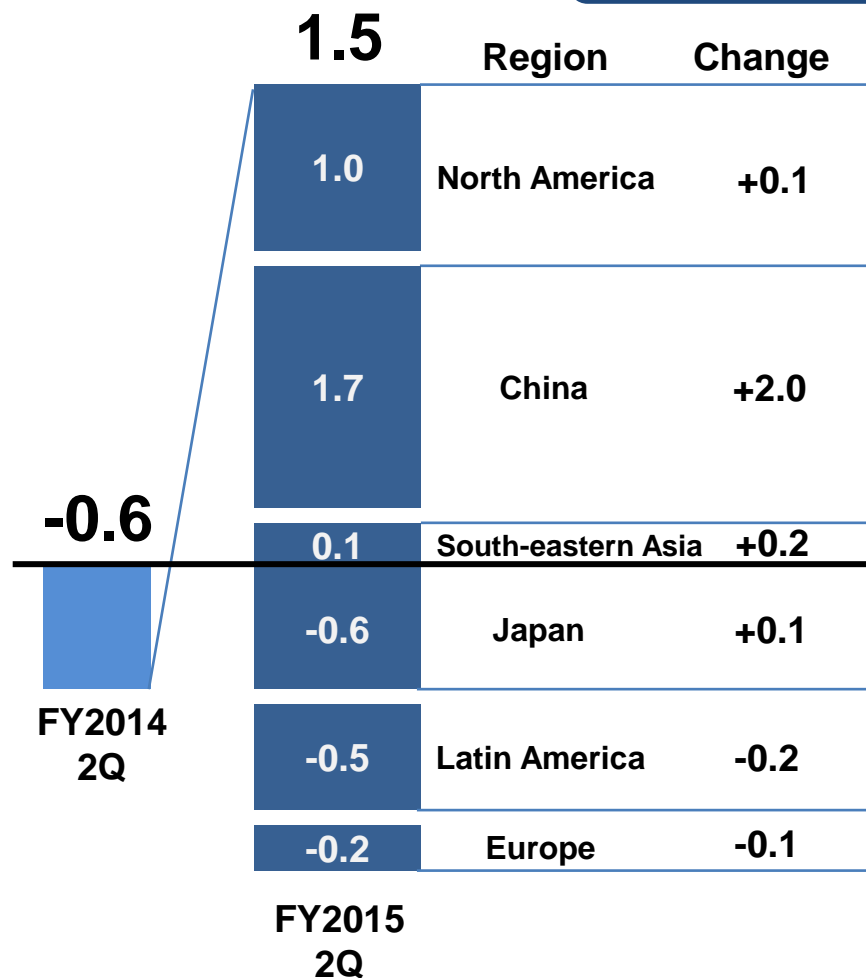
# Analysis of Increase / Decrease (consolidated)

(Unit: billion yen)

vs. previous year

## Operating Income

## Net Income\*





vs. previous forecast

(Unit: billion yen)

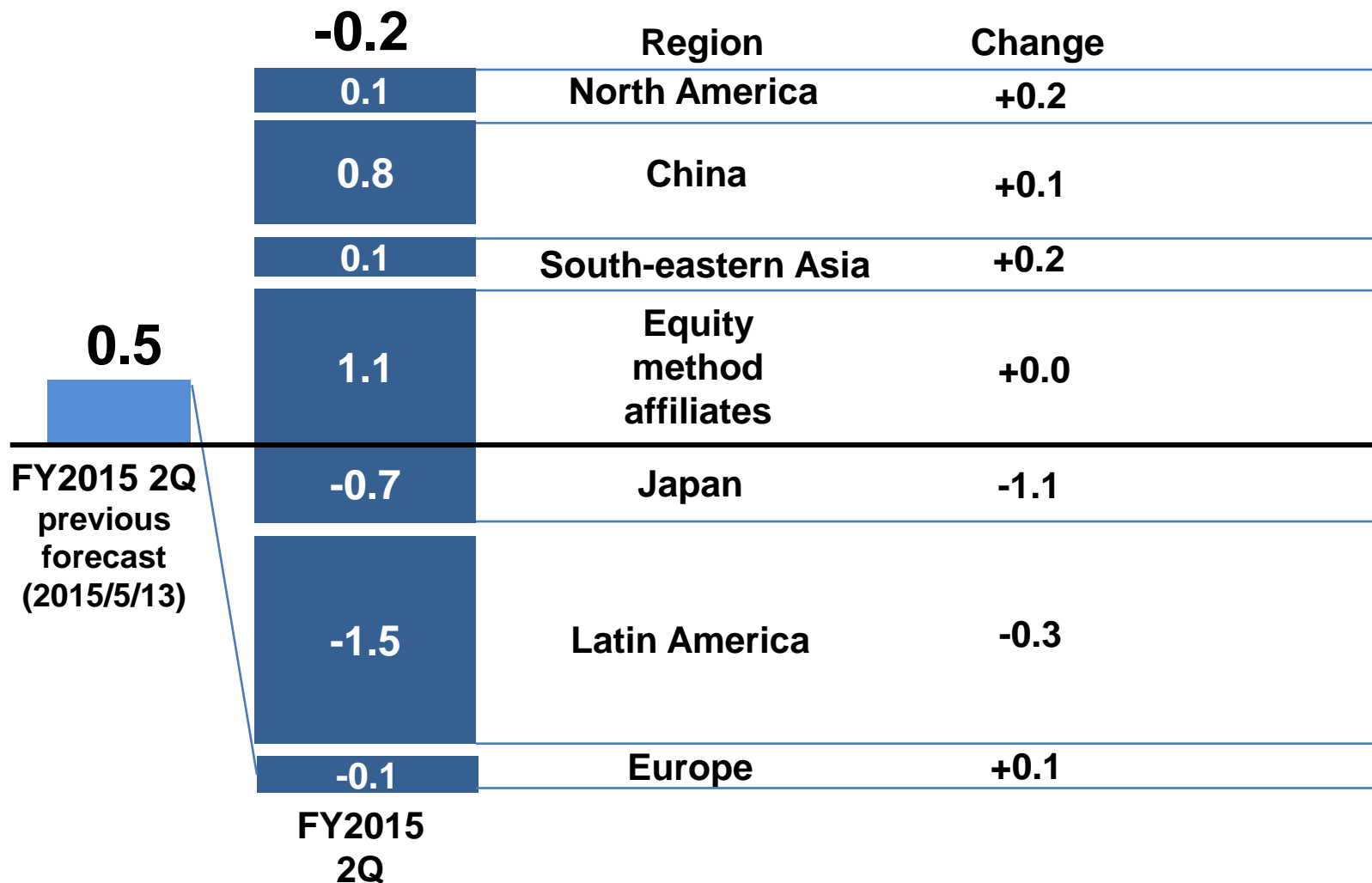
	FY2015 2Q previous forecast (2015/5/13)	FY2015 2Q	Change	Change (%)
Net Sales	133.5	132.8	-0.7	-0.5
Operating Income	2.1	1.5	-0.6	-26.3
Ordinary Income	2.6	2.2	-0.4	-15.1
Net Income*	0.5	-0.2	-0.7	—



vs. previous forecast

# Net Income\*

(Unit: billion yen)



FY2015 2Q Financial Result

**FY2015 Financial Forecast**

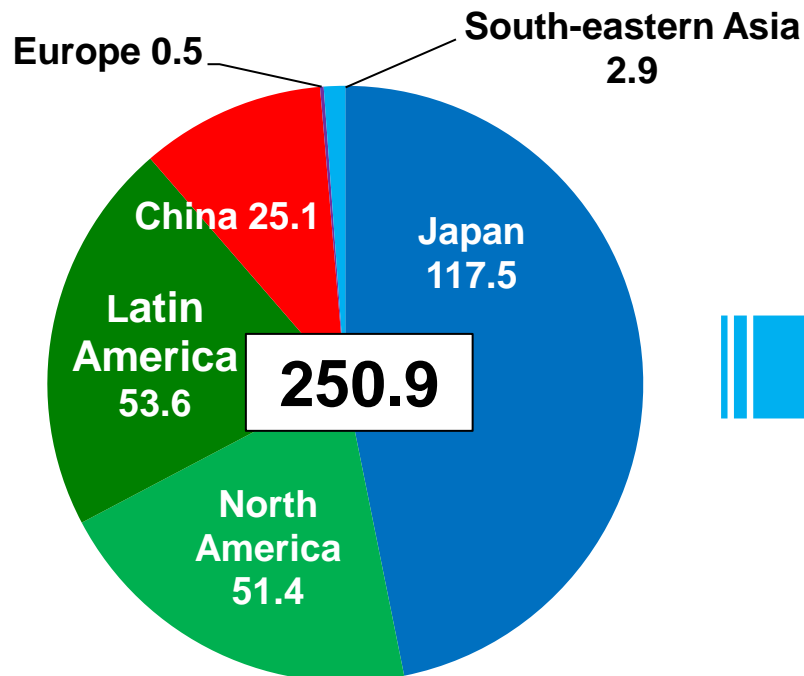
Capital Expenditures

Dividend

- **Growth in sales and profit is expected due to sales increase of newly launched models while recouping the initial investment cost.**
- **Difference from the latest forecast is expected due to regional variations and change in Marketing mix models.**
- **Net income attributable to TACHI-S Co., Ltd. is expected to decrease due to unfavorable foreign exchange rates and an increase of tax expenses and net income attributable to Non-controlling Interest.**

(Unit: billion yen)

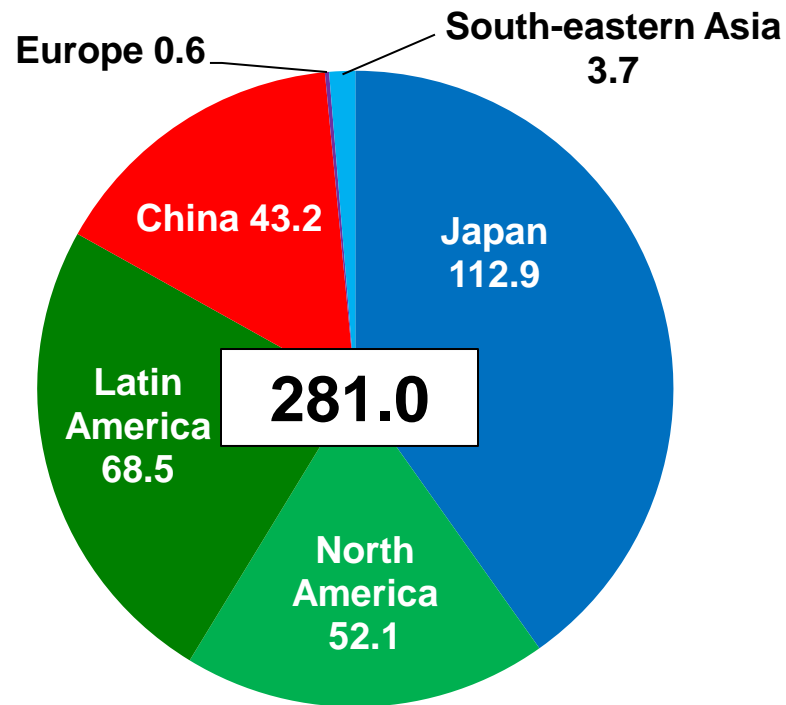
## FY2014<sub>(15/3)</sub> Result



### 《Sales ratio》

Domestic 47%  
Overseas 53%

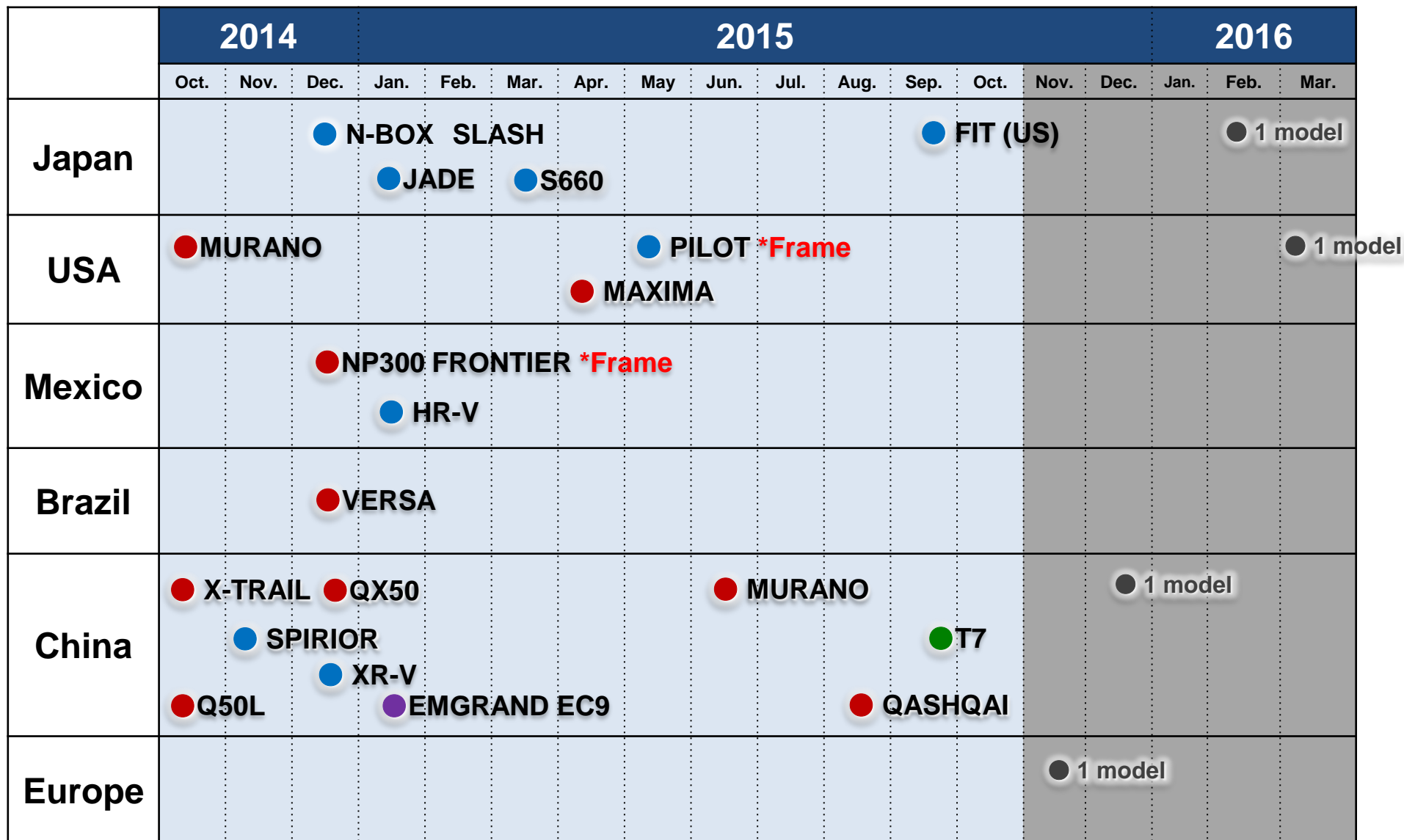
## FY2015<sub>(16/3)</sub> Forecast



### 《Sales ratio》

Domestic 40%  
Overseas 60%

**Trend of overseas sales is expected to remain in growth mode**



● NISSAN / INFINITI

● HONDA / ACURA

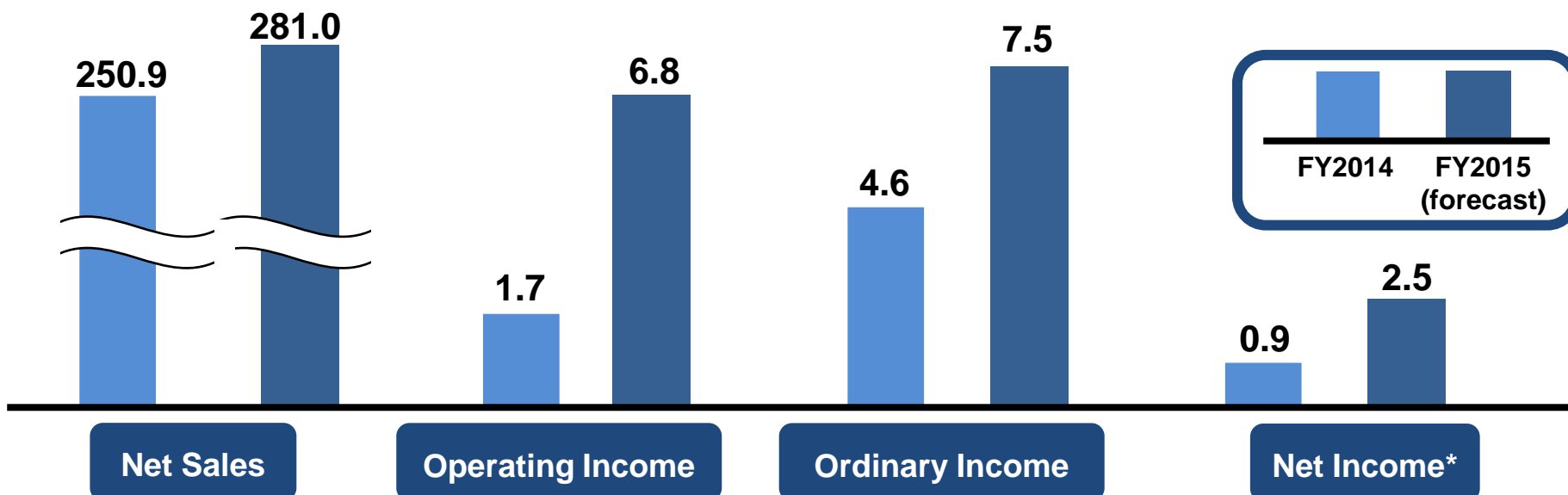
● GEELY

● YUTONG

vs. previous year

(Unit: billion yen)

	FY2014	FY2015 (forecast)	Change	Change (%)
Net Sales	250.9	281.0	+30.1	+12.0
Operating Income	1.7	6.8	+5.1	+306.6
Ordinary Income	4.6	7.5	+2.9	+62.5
Net Income*	0.9	2.5	+1.6	+177.6



vs. previous year

(Unit: billion yen)

## Net Sales

281.0

250.9

112.9

52.1

68.5

0.6

43.2

3.7

Region

Change

Change (%)

Japan

-4.6

-3.9%

North America

+0.7

+1.4%

Latin America

+15.0

+27.9%

Europe

+0.2

+32.0%

China

+18.1

+72.0%

South-eastern Asia

+0.7

+25.4%

FY2014

FY2015  
(forecast)Exchange  
Rate

FY2014 US\$=¥109.19 RMB=¥17.09

FY2015 US\$=¥120.00 RMB=¥18.50

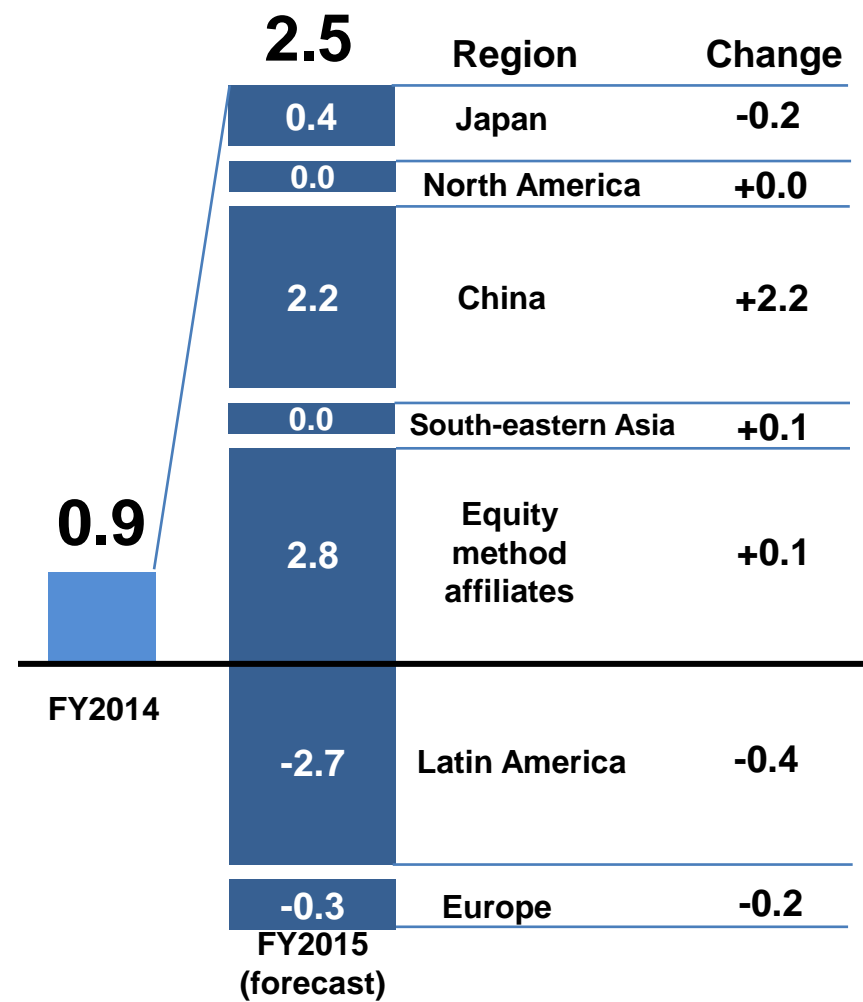
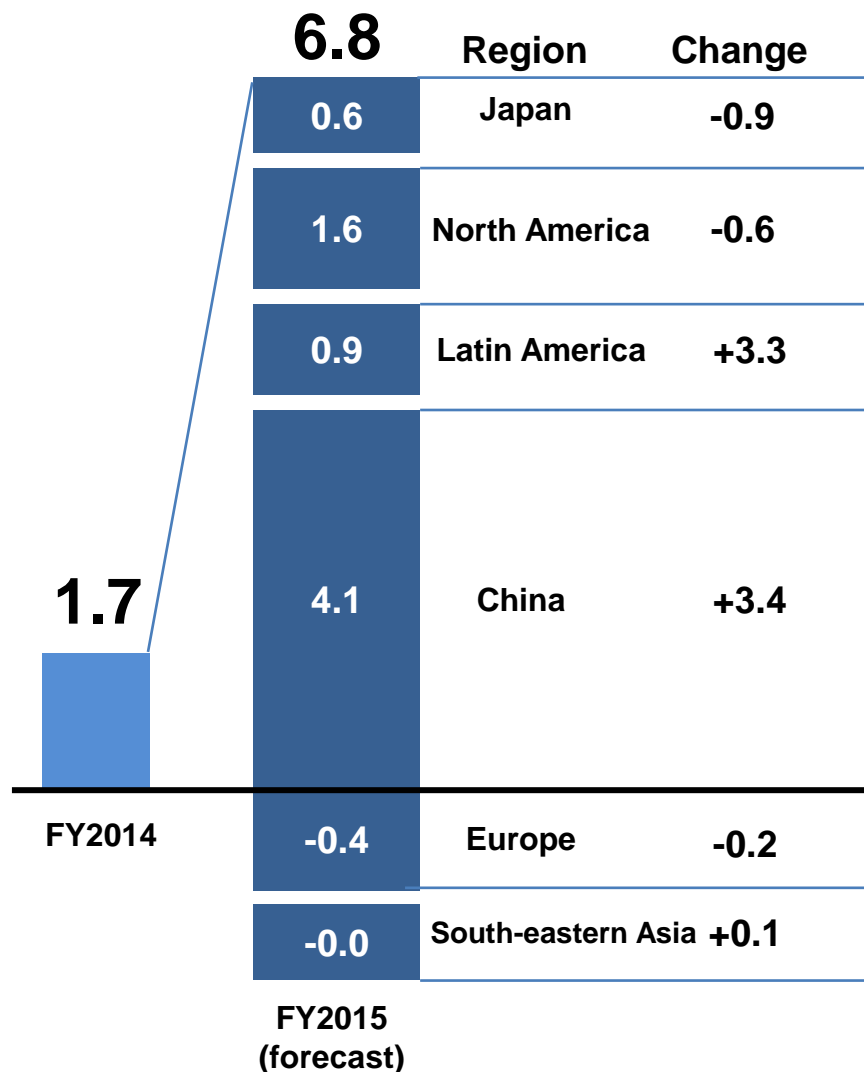


(Unit: billion yen)

vs. previous year

## Operating Income

## Net Income\*

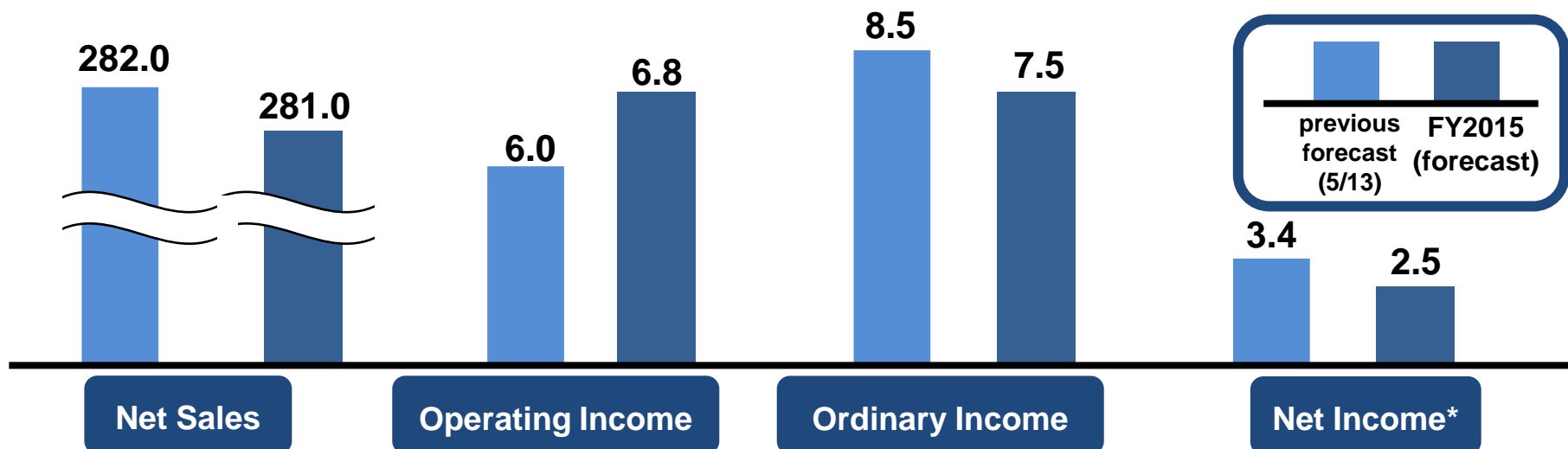


\* Net income attributable to TACHI-S Co., Ltd.

vs. previous forecast

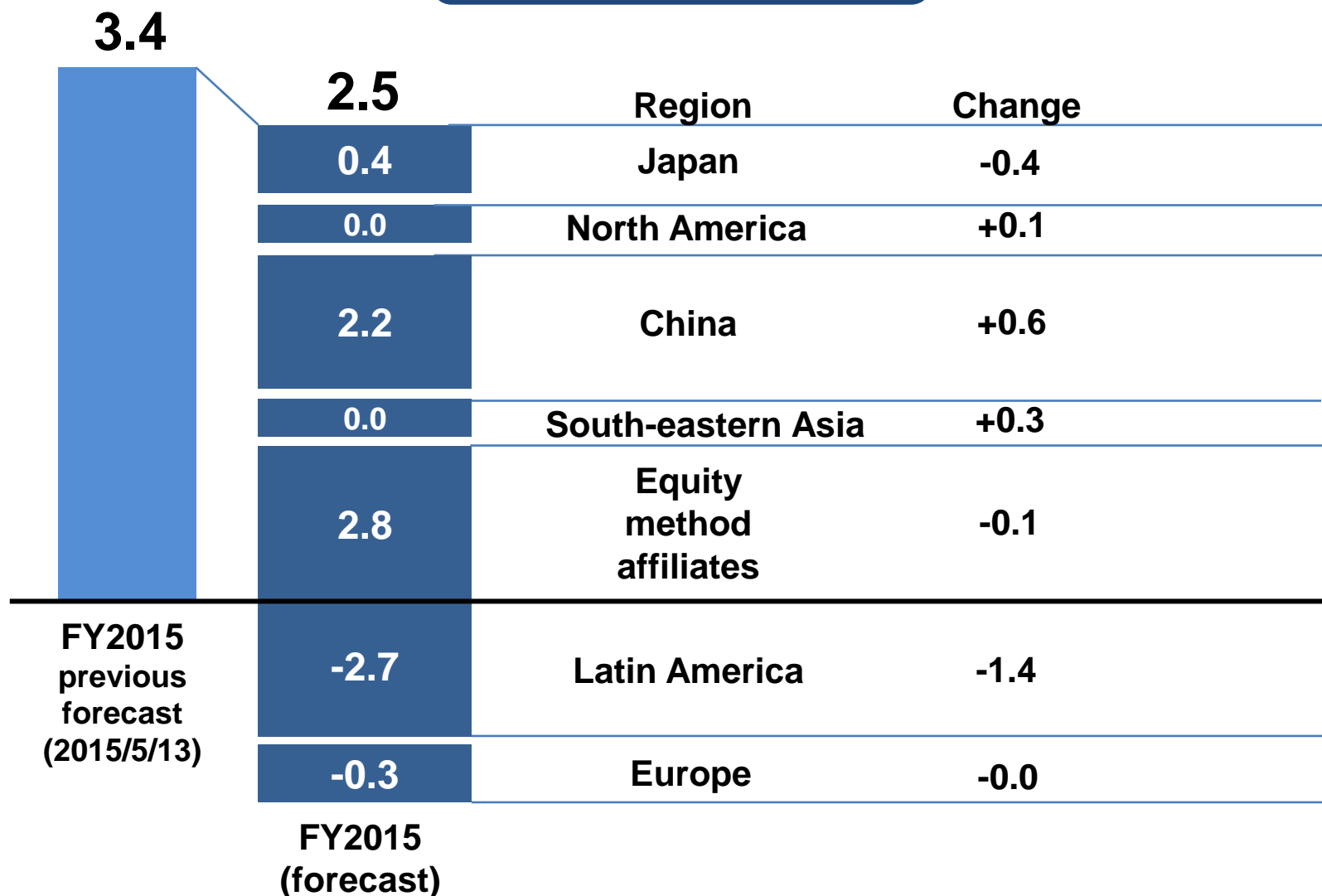
(Unit: billion yen)

	FY2015 previous forecast (2015/5/13)	FY2015 (forecast)	Change	Change (%)
Net Sales	282.0	281.0	-1.0	-0.4
Operating Income	6.0	6.8	+0.8	+13.3
Ordinary Income	8.5	7.5	-1.0	-11.8
Net Income*	3.4	2.5	-1.0	-27.9



vs. previous forecast

## Net Income\*



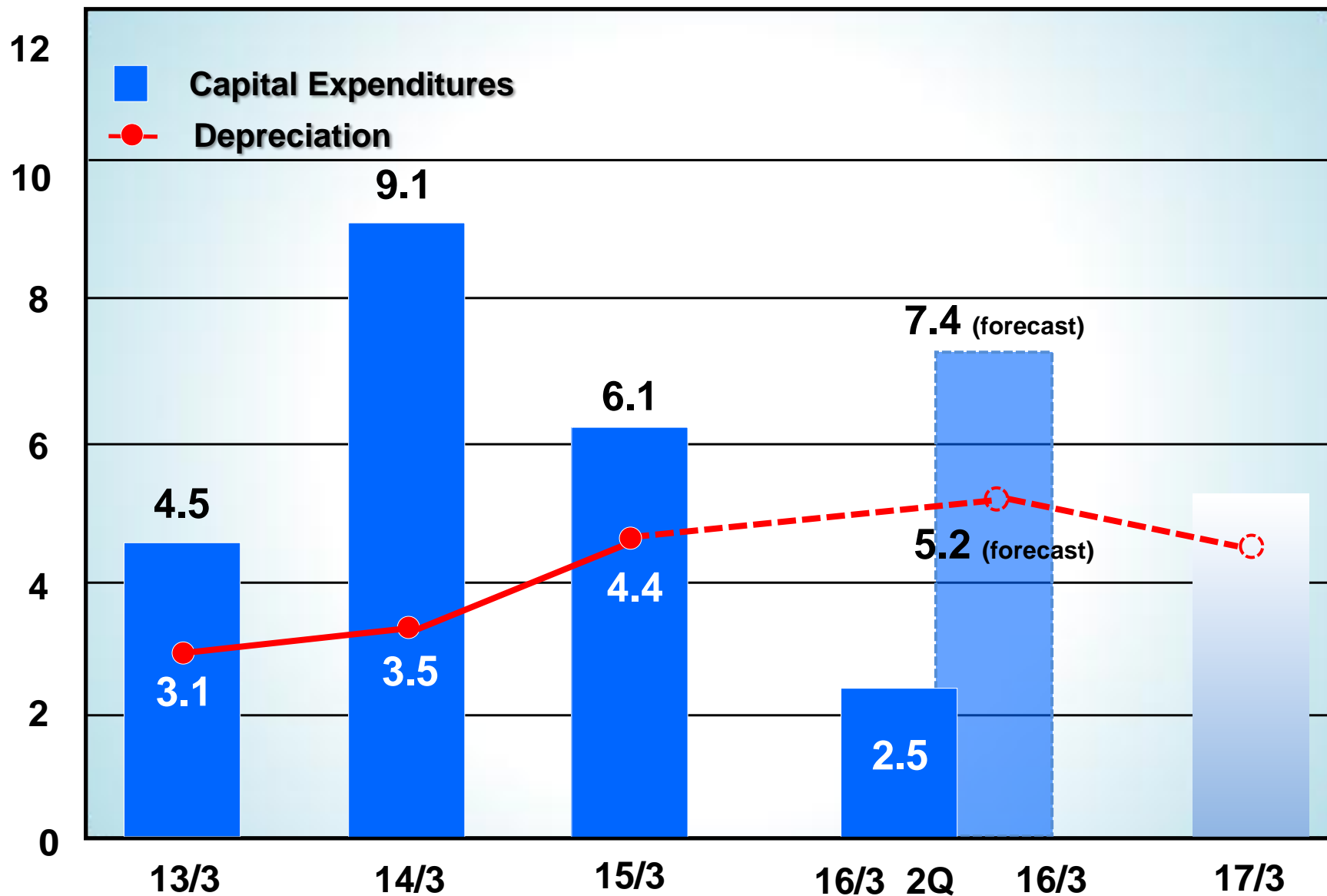
FY2015 2Q Financial Result

FY2015 Financial Forecast

**Capital Expenditures**

Dividend

(Unit: billion yen)



**FY2015 2Q Financial Result**

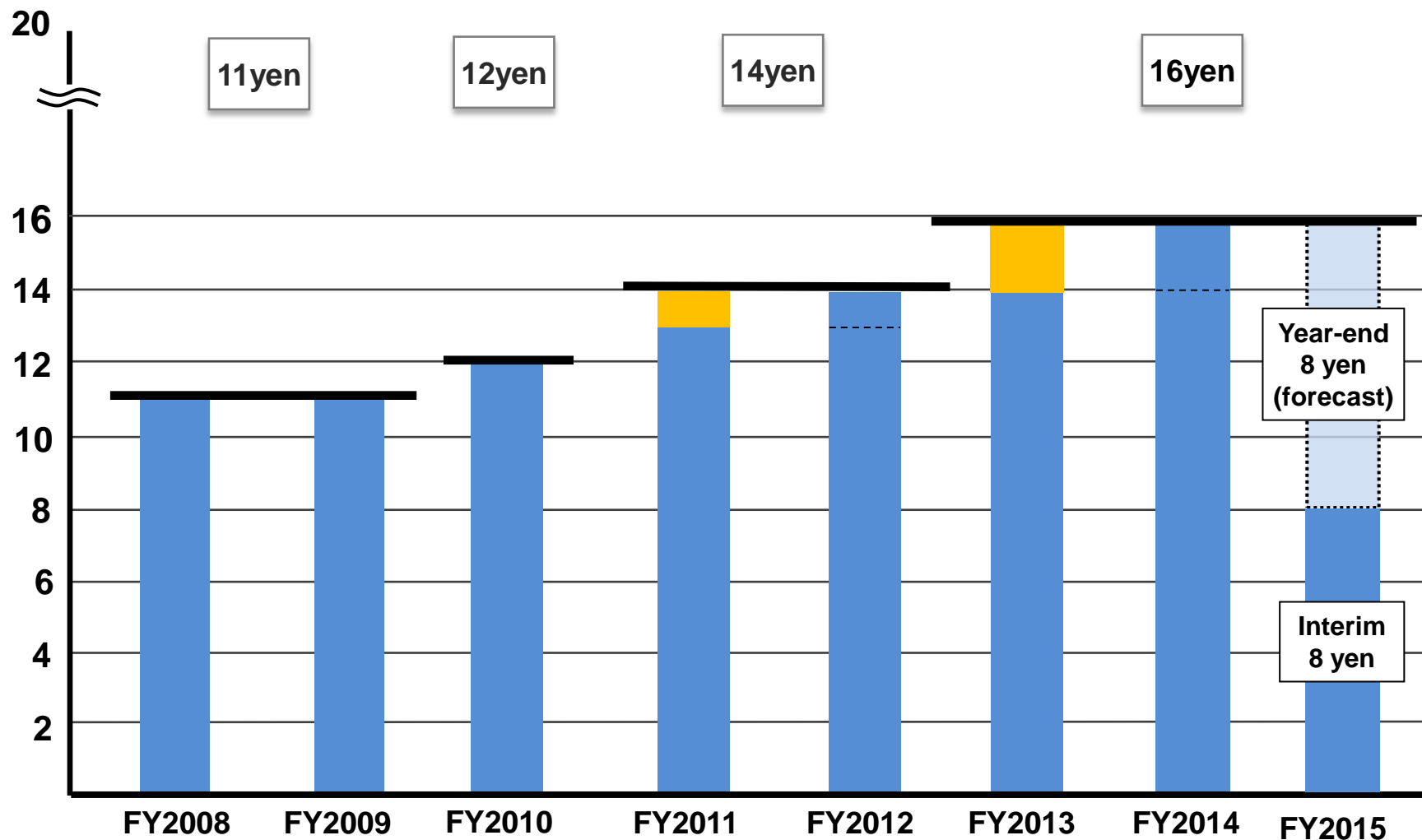
**FY2015 Financial Forecast**

**Capital Expenditures**

**Dividend**

## Basic policy: Stable dividends on a long term basis

(Yen per share)  commemorative dividend



# Appendix



As of the end of September, 2015

## Consolidated (31 companies)

### Domestic 5 Companies

#### Subsidiaries

● Nui Tec    ● TACHI-S Parts    ● Tachikawa Hatsujou

#### Affiliates

● Fuji Kiko    ● Kinryo Kogyo

### Overseas 26 Companies

#### Subsidiaries

#### USA

● TACHI-S Engineering U.S.A.  
● SETEX  
● TACHI-S Automotive Seating U.S.A.

#### Canada

● TACHI-S Canada

#### Mexico

● TACHI-S Engineering Latin America  
● TACHI-S Mexico  
● SETEX Automotive Mexico

#### Brazil

● TACHI-S Brazil

#### France

● TACHI-S Engineering Europe

#### China

● TACHI-S China    ● Shanghai TACHI-S  
● Wuhan TACHI-S    ● Zhejiang TACHI-S  
● TACLE Guangzhou  
● TACHI-S Lear DFM (Xiangyang)  
● TACHI-S Trim Guangzhou  
● TACHI-S Trim Wuhan

#### Thailand

● TACHI-S (Thailand)  
● TACHI-S Automotive Seating (Thailand)

#### Indonesia

● TACHI-S Indonesia

#### Affiliates

#### USA

● Techno Trim  
● Fuji Autotech U.S.A.

#### China

● Fuji Autotech Guangzhou  
● Lear DFM TACHI-S (Dalian)  
● Zhengzhou Taixin Interior

#### Mexico

● Fuji Kiko TACHI-S Mexico

As of the end of September, 2015

## Non consolidated (7 companies)

### Domestic 2 Companies

#### Subsidiaries

● TACHI-S Service      ● TS Design

### Overseas 5 Companies

#### Subsidiaries

#### China

● TACHI-S Engineering China

#### Vietnam

● TACHI-S Engineering Vietnam  
● TACHI-S Vietnam

#### Affiliates

#### China

● Zhejiang Gee Ju Tai

#### Malaysia

● APM TACHI-S

(Unit: yen)

	FY2011	FY2012	FY2013	FY2014	FY2015
<b>USD</b>	<b>78.98</b>	<b>83.32</b>	<b>99.75</b>	<b>109.19</b>	<b>120.00</b>
<b>MXN</b>	<b>6.42</b>	<b>6.14</b>	<b>7.52</b>	<b>7.96</b>	<b>8.00</b>
<b>EUR</b>	<b>109.55</b>	<b>107.39</b>	<b>133.38</b>	<b>139.38</b>	<b>130.00</b>
<b>CNY</b>	<b>12.32</b>	<b>12.59</b>	<b>15.68</b>	<b>17.09</b>	<b>18.50</b>

### Foreign exchange sensitivity:

A one yen change in the value of the dollar translates into the following gain (based on FY2015 forecast)

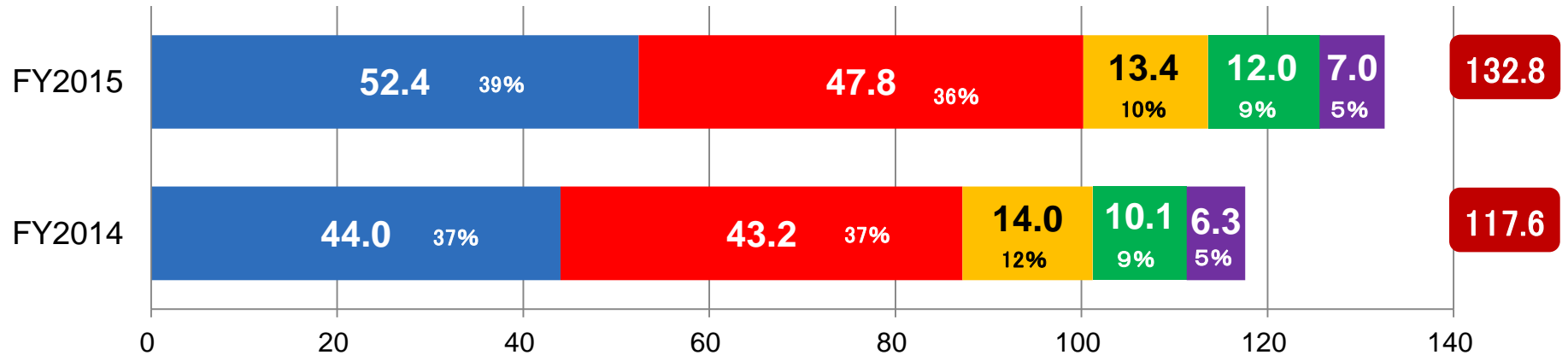
**Net sales** **+434 million yen**

**Net income attributable  
to TACHI-S Co., Ltd.** **+10 million yen**

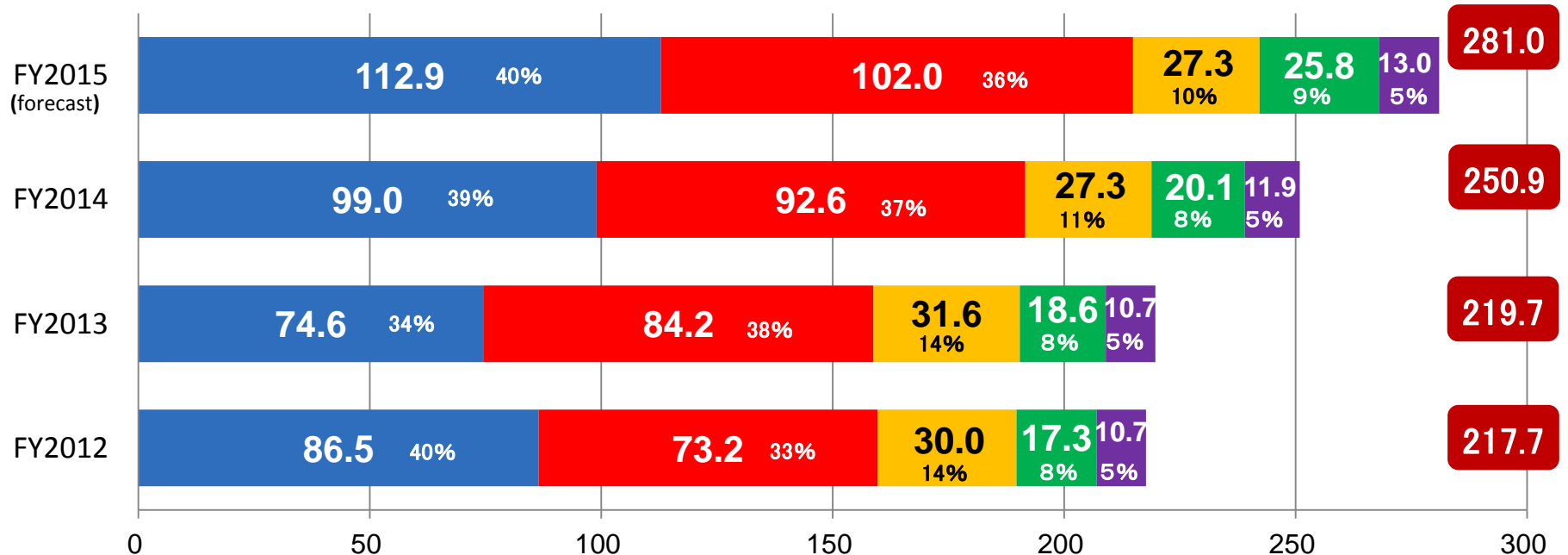
## Second Quarter

■ Honda ■ Nissan ■ Toyota ■ Mitsubishi ■ Other

(Unit: billion yen)



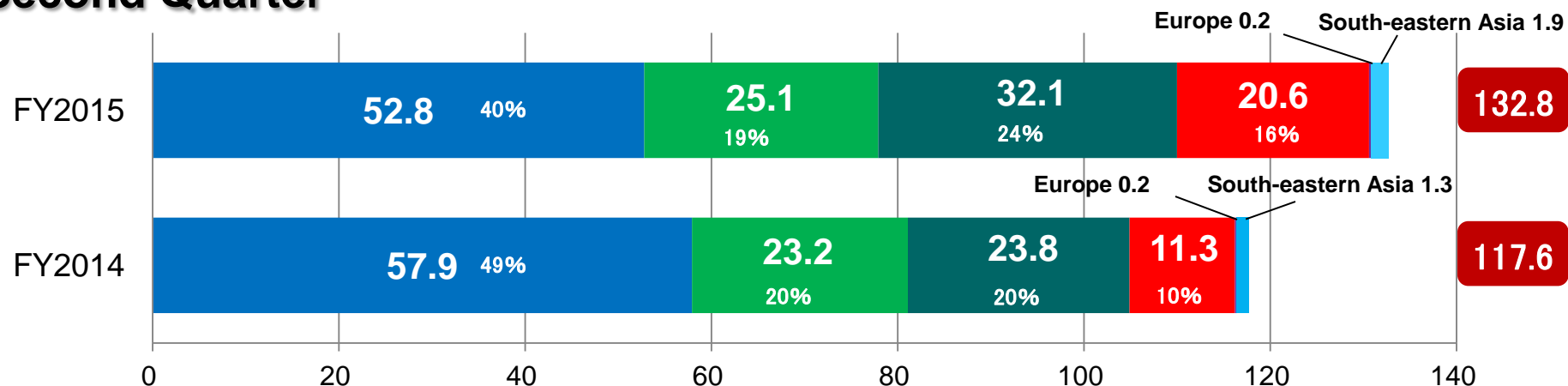
## Full Year



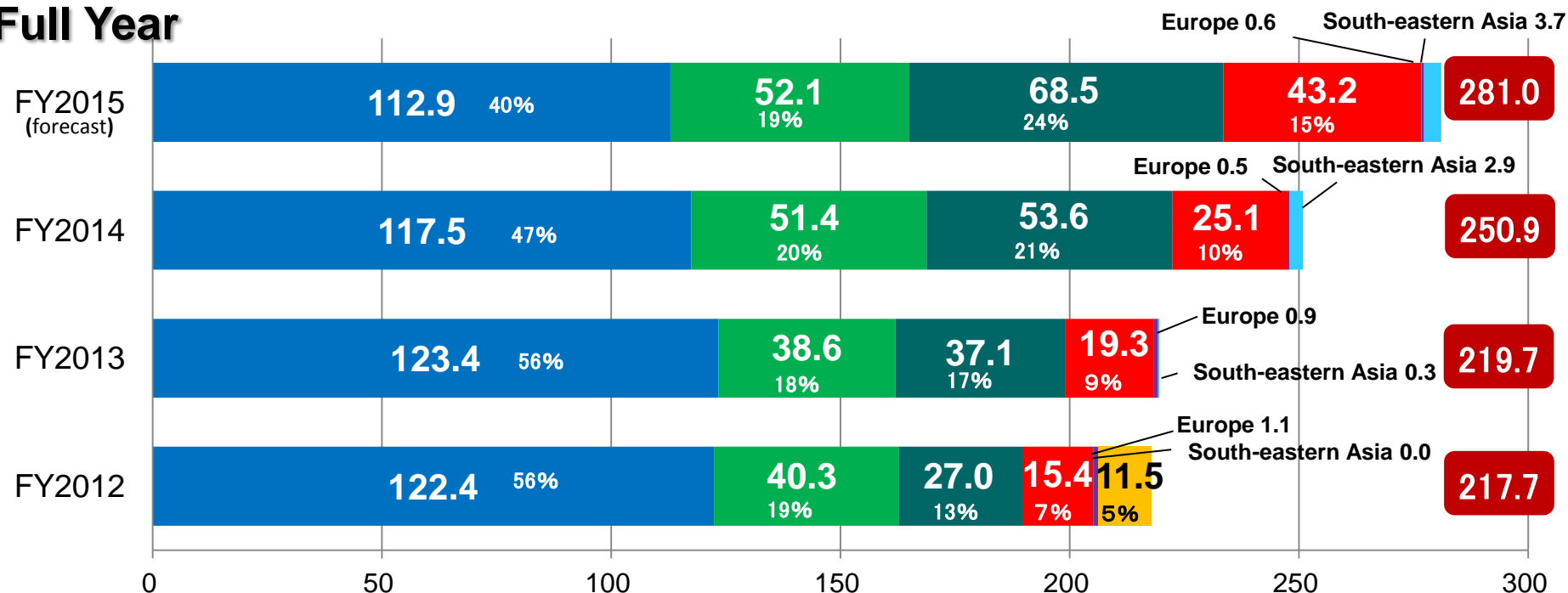
■ Japan ■ North America ■ Latin America ■ China ■ Europe ■ South-eastern Asia ■ Canada

## Second Quarter

(Unit: billion yen)



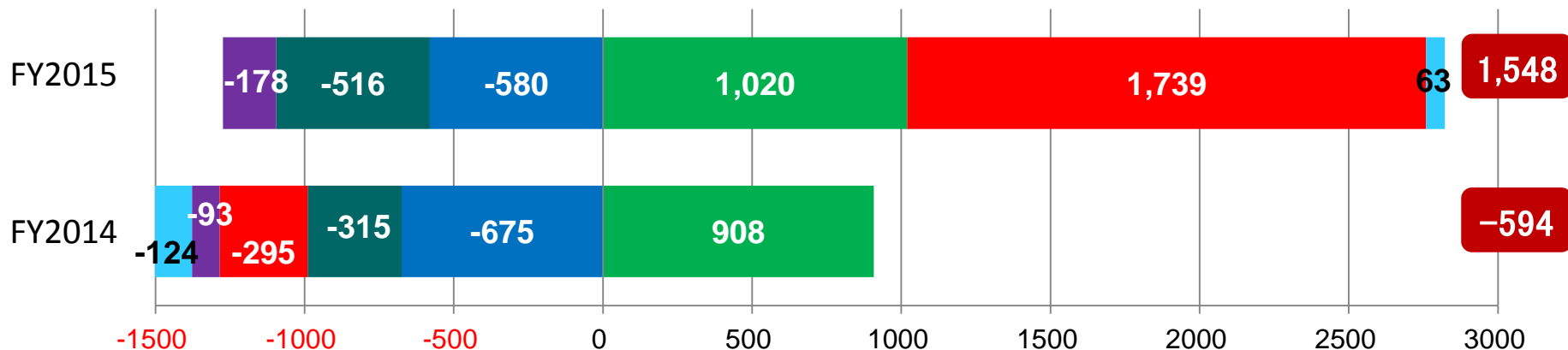
## Full Year



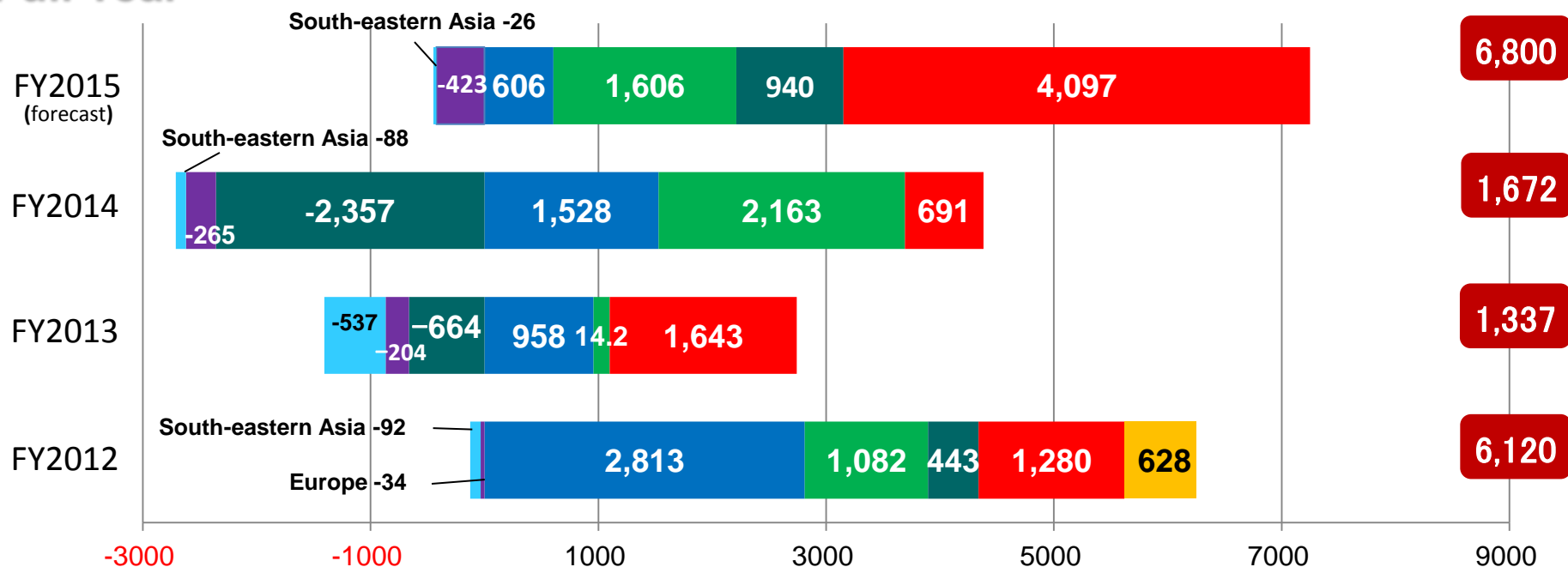
Japan North America Latin America China Europe South-eastern Asia Canada

(Unit: million yen)

## Second Quarter



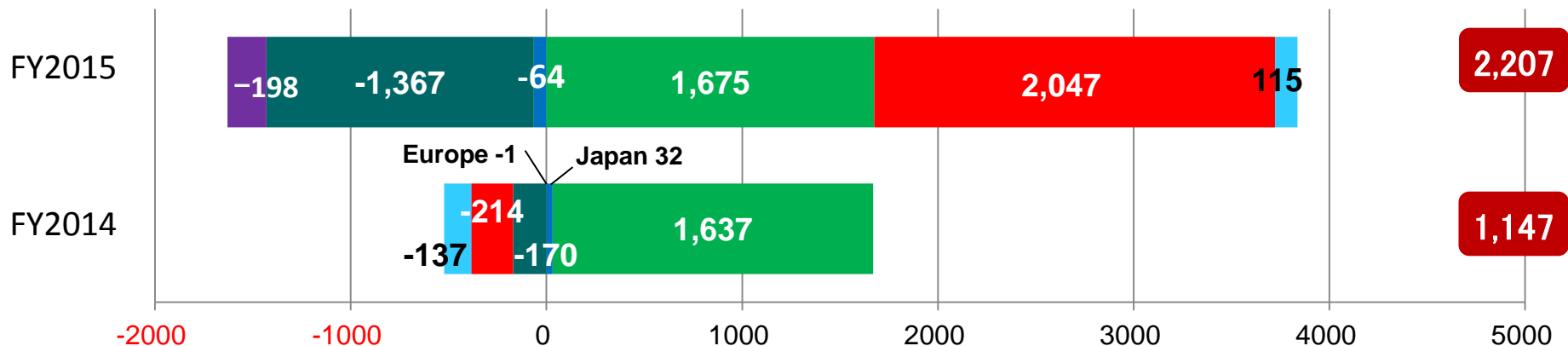
## Full Year



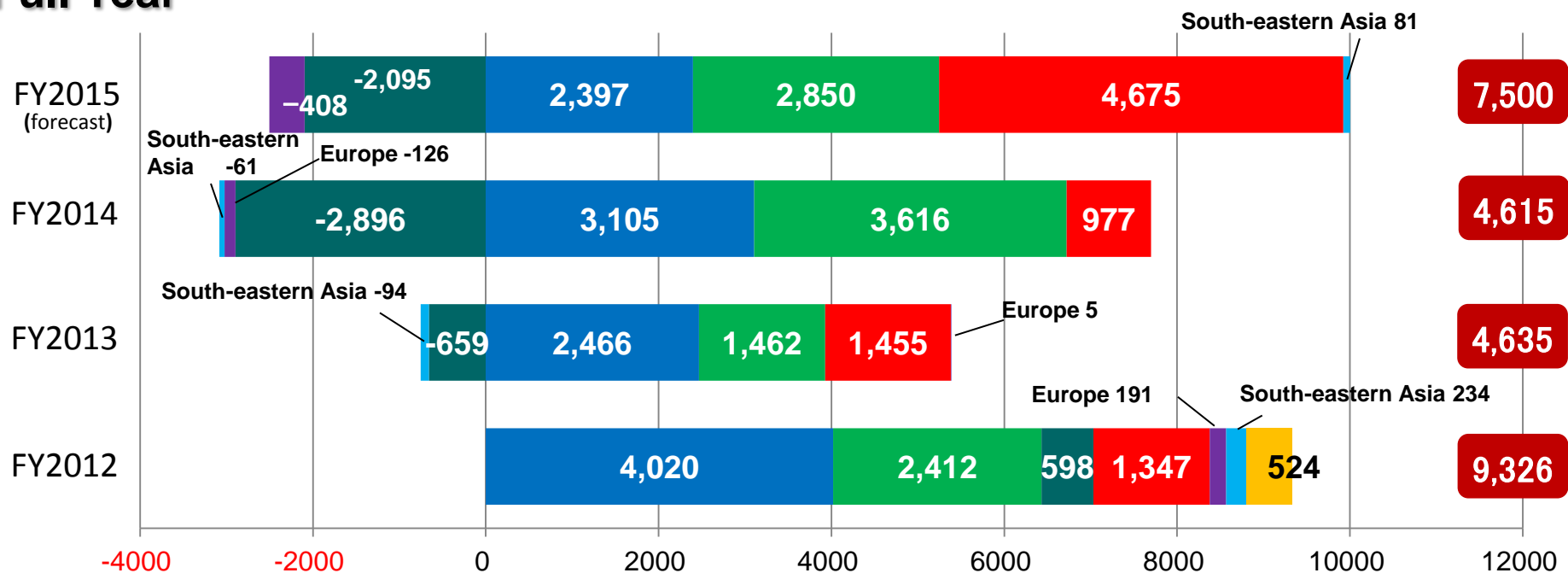
■ Japan ■ North America ■ Latin America ■ China ■ Europe ■ South-eastern Asia ■ Canada

(Unit: million yen)

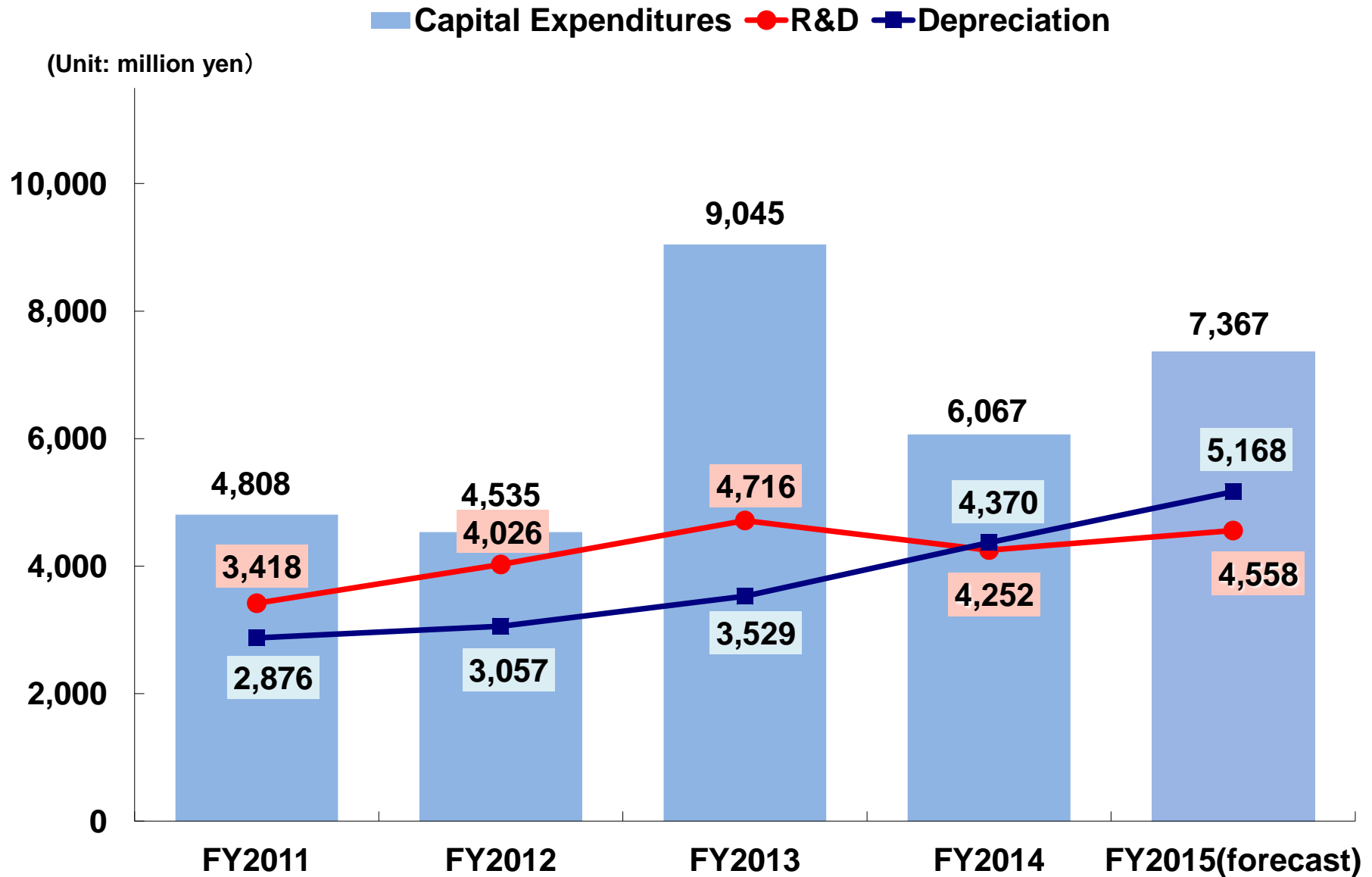
## Second Quarter



## Full Year



# Capital Expenditures, R&D and Depreciation cost (consolidated)





Business site	Established	Location	Business Description	Major Customers
<b>Head Office</b>	April, 1954	Akishima-shi, Tokyo	Administration	
<b>Technical Monozukuri Center</b>	March, 2012	Ome-shi, Tokyo	Sales, Purchasing, R&D, Production, Testing, Quality assurance etc..	
<b>Technical Center Aichi</b>	August, 1999	Anjo-shi, Aichi	Sales, Purchasing, R&D, Prototype, Testing	
<b>Aichi Plant</b>	April, 1977	Anjo-shi, Aichi	Manufacture of automotive seats and parts	TOYOTA, MITSUBISHI, TOYOTA BOSHOKU
<b>Musashi Plant</b>	January, 1980	Iruma-shi, Saitama	Manufacture of automotive seats and parts	HONDA
<b>Ome Plant</b>	April, 1969	Ome-shi, Tokyo	Prototype Manufacture of automotive seats and parts	HINO, TOYOTA BOSHOKU, UD Trucks, TOYOTA MOTOR EAST JAPAN
<b>Tochigi Plant</b>	February, 1982	Shimotsuke-shi, Tochigi	Manufacture of automotive seats and parts	NISSAN, NHK Spring
<b>Hiratsuka Plant</b>	July, 1982	Hiratsuka-shi, Kanagawa	Manufacture of automotive seats and parts	Nissan Shatai
<b>Suzuka Plant</b>	October, 1984	Suzuka-shi, Mie	Manufacture of automotive seats	HONDA

Company	Established	Location	Business Description	Equity participation	Capital	Major Customers
<b>Nui Tec Corporation</b>	July, 1985	Hamura-shi, Tokyo	Manufacture of automotive seat trim parts	100.0%	325 million yen	TACHI-S
<b>TACHI-S Parts Co., Ltd.</b>	October, 1971	Hamura-shi, Tokyo	Manufacture and sales of seat parts and medical beds	100.0%	50 million yen	Medical institutions and other manufacturers
<b>Tachikawa Hatsujou Co., Ltd.</b>	April, 1961	Akishima-shi, Tokyo	Manufacture and sales of springs and automotive seat components	77.7%	40 million yen	TACHI-S, Fuji Kiko and other non automotive manufacturers
<b>Kinryo Kogyo Co.,Ltd.</b>	February, 1976	Kyoto-gun, Fukuoka	Manufacture and sales of automotive seats and parts	25.0%	100 million yen	TACHI-S, JCKK
<b>Fuji Kiko Co.,Ltd.</b>	August, 1999 (capital tie-up)	Kosai-shi, Shizuoka	Manufacture and sales of automotive seat parts, steering columns and shifters	24.4%	5,985 million yen	JTEKT, NISSAN, SUZUKI and others TACHI-S

Company	Established	Location	Business Description	Equity participation	Capital	Major Customers	※Scope of consolidation
<b>TACHI-S Engineering U.S.A., Inc.</b>	July, 1986	Michigan, U.S.A	Sales and R&D in North America	100.0%	43 million US\$		○
<b>SETEX, Inc.</b>	September, 1987	Ohio, U.S.A	Manufacture and sales of automotive seats	*(51.0%)	5 million US\$	HONDA (USA)	○
<b>TACHI-S Automotive Seating U.S.A.</b>	November, 2005	Tennessee, USA	Manufacture and sales of automotive seats	*(100.0%)	22 million US\$	NISSAN (USA)	○
<b>TechnoTrim, Inc.</b>	November, 1986	Michigan, U.S.A	Manufacture and sales of automotive seat trim parts	*(49.0%)	120 thousand US\$	Major automotive seat manufacturers in North America including TACHI-S group companies	□
<b>Fuji Autotech U.S.A. LLC</b>	March, 2004	Kentucky, U.S.A	Manufacture and sales of automotive seat components	*(34.0%)	10 million US\$	Major automotive seat manufacturers in North America including TACHI-S group companies	□
<b>TACHI-S Canada, Ltd.</b>	September, 2004	Nova Scotia, Canada	Business administration in Canada	*(100.0%)	12 million CAN\$		○

\* (including subsidiaries' equity)

※ ○ Consolidated subsidiary    □ Consolidated affiliate  
 ● Unconsolidated subsidiary    ■ Unconsolidated affiliate

Company	Established	Location	Business Description	Equity participation	Capital	Major Customers	※Scope of consolidation
<b>TACHI-S Engineering Latin America, S. A. de C. V.</b>	May, 2012	Aguascalientes, Mexico	R&D and business administration in Latin America	*(100.0%)	57 million US\$		○
<b>Industria de Asiento Superior, S.A. de C.V. (TACHI-S Mexico)</b>	April, 1991	Aguascalientes, Mexico	Manufacture and sales of automotive seats and seat parts	*(100.0%)	26 million US\$	NISSAN (Mexico), HONDA (Mexico), JCI	○
<b>SETEX Automotive Mexico, S. A. de C. V.</b>	September, 2012	Guanajuato, Mexico	Manufacture and sales of automotive seats	*(95.0%)	24 million US\$	HONDA (Mexico)	○
<b>Fuji Kiko TACHI-S Mexico, S. A. de C. V.</b>	August, 2012	Aguascalientes, Mexico	Manufacture and sales of automotive seat frame components and seat components	*(34.0%)	371 million MXN	TACHI-S Mexico Fuji Autotech U.S.A. TQ1	□
<b>TACHI-S Brazil Industria de Assentos Automotivos Ltda</b>	September, 2012	Rio de Janeiro, Brazil	Manufacture and sales of automotive seats and seat parts	*(100.0%)	10 million US\$	NISSAN (Brazil)	○
<b>TACHI-S Engineering Europe S.A.R.L.</b>	October, 2004	Velizy-Villacoublay, France	Sales and R&D in Europe	100.0%	9 million EUR	NISSAN (UK, Spain)	○

\* (including subsidiaries' equity)

※ ○ Consolidated subsidiary    □ Consolidated affiliate  
 ● Unconsolidated subsidiary    ■ Unconsolidated affiliate

Company	Established	Location	Business Description	Equity participation	Capital	Major Customers	※Scope of consolidation
<b>TACHI-S China Co., Ltd.</b>	October, 2011	Guangdong, China	Business administration in China	100.0%	204 million RMB		○
<b>TACHI-S Engineering China Co., Ltd.</b>	August, 2008	Fuzhou, China	R&D in China	70.0%	31 million RMB		●
<b>Wuhan TACHI-S Johnson Controls Automotive Seat Co., Ltd.</b>	June, 2008	Hubei, China	Manufacture and sales of automotive seats	70.0%	43 million RMB	Dongfeng HONDA	○
<b>TACLE Guangzhou Automotive Seat Co., Ltd.</b>	November, 2004	Guangdong, China	Manufacture and sales of automotive seats	51.0%	66 million RMB	Dongfeng NISSAN	○
<b>TACHI-S Lear DFM Automotive Seating (Xiangyang) Co., Ltd.</b>	July, 2013	Hubei, China	Manufacture and sales of automotive seats	*(51.0%)	30 million RMB	Dongfeng NISSAN	○
<b>Zhengzhou Taixin Interior Co., Ltd.</b>	July, 2001	Henan, China	Manufacture and sales of automotive seats and seat parts	50.0%	11 million RMB	Zhengzhou Nissan	□
<b>Lear DFM TACHI-S Automotive Seating (Dalian) Co., Ltd.</b>	August, 2013	Liaoning, China	Manufacture and sales of automotive seats	*(49.0%)	50 million RMB	Dongfeng NISSAN	□

\* (including subsidiaries' equity)

※ ○ Consolidated subsidiary    □ Consolidated affiliate  
 ● Unconsolidated subsidiary    ■ Unconsolidated affiliate

Company	Established	Location	Business Description	Equity participation	Capital	Major Customers	※ Scope of consolidation
<b>Zhejiang Gee Ju Tai Automotive Interior Co., Ltd.</b>	October, 2010	Zhejiang, China	Manufacture and sales of automotive seats	40.0%	38 million RMB	GEELY	■
<b>TACHI-S Trim Guangzhou Co., Ltd.</b>	September, 2005	Guangdong, China	Manufacture and sales of automotive seat trim parts	100.0%	38 million RMB	TACLE Guangzhou, TACHI-S	○
<b>TACHI-S Trim Wuhan Co., Ltd.</b>	October, 2013	Hubei, China	Manufacture and sales of automotive seat trim parts	* (100.0%)	35 million RMB	Wuhan TACHI-S, Lear DLT TACHI-S (Xiangyang)	○
<b>Shanghai TACHI-S Automotive Parts Co., Ltd.</b>	December, 2010	Shanghai, China	Manufacture and sales of automotive seats	100.0%	55 million RMB		○
<b>Zhejiang TACHI-S Automotive Parts Co., Ltd.</b>	January, 2012	Zhejiang, China	Manufacture and sales of automotive seats	100.0%	82 million RMB	Zhejiang Gee Ju Tai, Wuhan TACHI-S, Lear DLT TACHI-S (Xiangyang), TACHI-S	○
<b>Fuji Autotech Guangzhou Co., Ltd.</b>	January, 2005	Guangdong, China	Manufacture and sales of automotive seat components	34.0%	40 million RMB	TACLE Guangzhou, JCI Guangzhou	□

\* (including subsidiaries' equity)

※ ○ Consolidated subsidiary    □ Consolidated affiliate  
 ● Unconsolidated subsidiary    ■ Unconsolidated affiliate

# TACHI-S Group Companies

## (South-eastern Asia)

Company	Established	Location	Business Description	Equity participation	Capital	Major Customers	※Scope of consolidation
<b>TACHI-S (Thailand) Co.,Ltd.</b>	September, 2011	Bangkok, Thailand	Business administration In ASEAN and India	100.0%	771 million THB		○
<b>TACHI-S Automotive Seating (Thailand) Co.,Ltd.</b>	March, 2010	Bangkok, Thailand	Manufacture and sales of automotive seats and seat parts	100.0%	153 million THB	NISSAN (Thailand)	○
<b>PT.TACHI-S Indonesia</b>	September, 2011	Jawa Barat, Indonesia	Manufacture and sales of automotive seats	*(100.0%)	140,602 million IDR	NISSAN (Indonesia)	○
<b>TACHI-S Engineering Vietnam Co.,Ltd.</b>	January, 2013	Ho Chi Minh, Vietnam	R&D in Vietnam	100.0%	31,026 million VND		●
<b>TACHI-S Vietnam Co.,Ltd.</b>	September, 2012	Da Nang, Vietnam	Manufacture and sales of automotive seats	100.0%	22,913 million VND	Tan Chong Industrial Equipment	●
<b>APM TACHI-S Seating Systems Sdn. Bhd.</b>	February, 2013	Selangor, Malaysia	Manufacture and sales of automotive seats	*(49.0%)	3 million MYR	Tan Chong Motor	■

\* (including subsidiaries' equity)

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 ● Unconsolidated subsidiary    ■ Unconsolidated affiliate

**Global Seat System Creator**



Cautionary Statement

This document contains certain forward-looking statements based on the information available and obtained by TACHI-S Co., Ltd. Such forward-looking statements involve known and unknown risks and uncertainties that may cause our actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements.