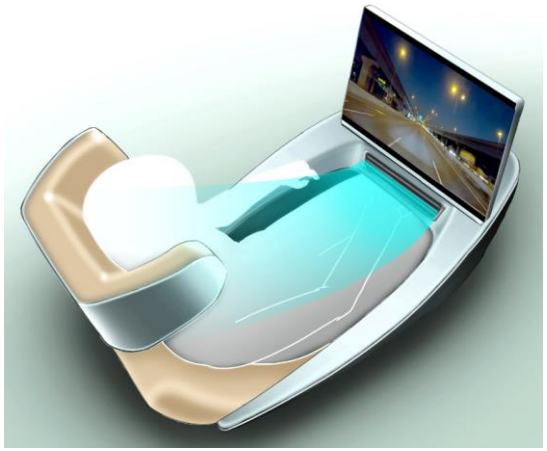
FY2022
Financial Results

From April 1, 2022 through March 31, 2023



TACHI-S CO.,LTD.

May 26th, 2023

TACHI-S

Securities Code: 7239 (Tokyo/Prime)

Corporate Overview

Company Name	:	TACHI-S CO., LTD.
Corporate Headquarters	:	1-3-1, Suehiro-cho, Oume-shi, Tokyo
Date of Establishment	:	April, 1954
Paid-in Capital	:	9.04 billion yen
Net Sales	:	243.4 billion yen (Consolidated) (Fiscal Year Ended March 31, 2023)
Number of Employees	:	10,556 (Consolidated) (As of March 31, 2023)
Stock Exchange Listing	:	Tokyo / Prime Market (Securities Code: 7239)
Business Contents	:	Manufacturing of automotive seats

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TACHI-S

vs. previous year

(Unit: billion yen)
(Amount are rounded down)

	22/03	23/03	Change	Change (%)
Net Sales	206.4	243.4	36.9	17.9
Operating income	-4.2	1.3	5.5	–
Ordinary profit	-3.5	1.9	5.5	–
Operating Income Profit	-2.0	5.8	7.8	–

<Overview of 2023/03 financial >

- Although sales volume decreased significantly due to changes in the Chinese market and other reasons, sales increased year on year due to the gradual elimination of the global semiconductor supply shortage and the impact of foreign currency translation due to the depreciation of the yen.
- Despite the impact of reduced production by customers and the soaring prices of raw materials, operating income and ordinary profit increased due mainly to the effects of rationalization in Japan and Latin America.
- Net income increased due to the sale of real property for rent in addition to the reasons above.

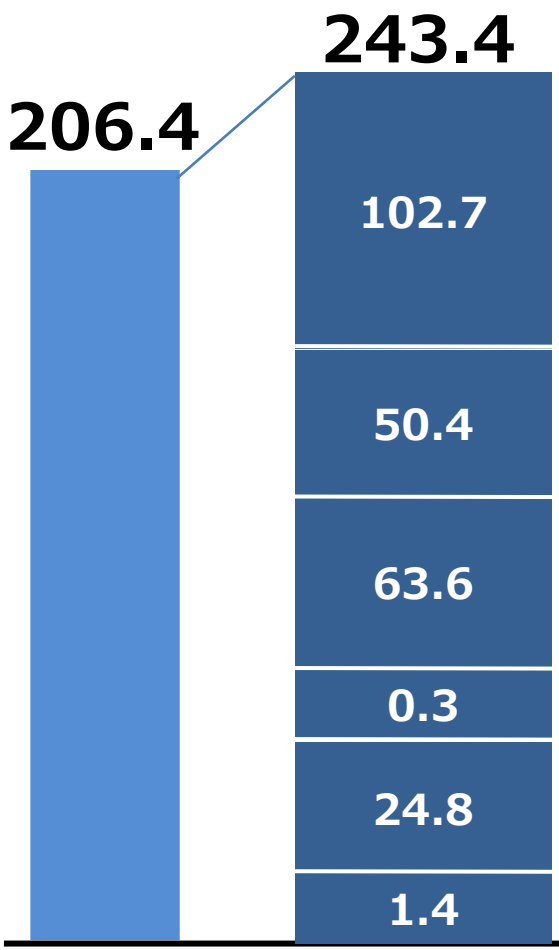
Analysis of Increase/Decrease (Consolidated)

TACHI-S

vs. previous year

Net Sales

(Unit: billion yen)
(Amount are rounded down)



Region	Change	Rate of change
Japan	21.9	27.2%
North America	11.9	31.0%
Latin America	12.2	23.7%
Europe	-0.7	-68.3%
China	-7.7	-23.8%
Southeast Asia	-0.5	-28.2%

22/03 USD=¥112.06 RMB=¥16.94
23/03 USD=¥135.07 RMB=¥19.42

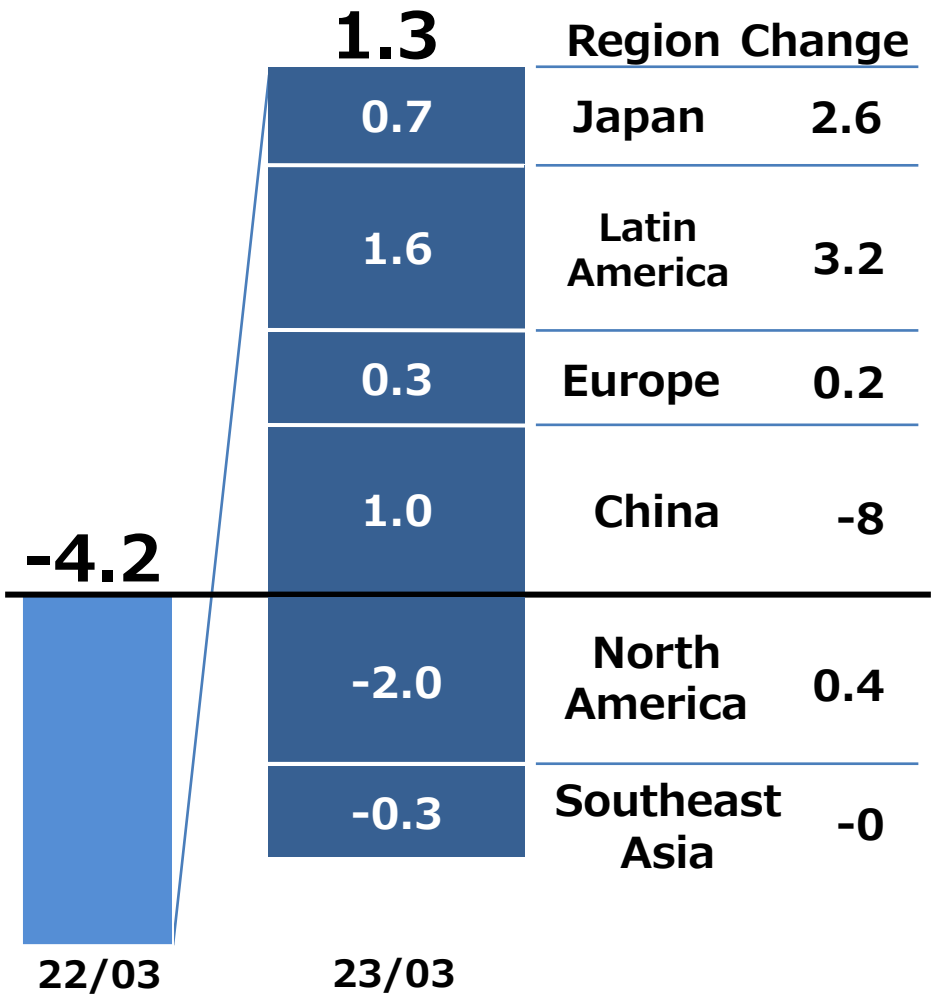
Analysis of Increase/Decrease (Consolidated)

TACHI-S

vs. previous year

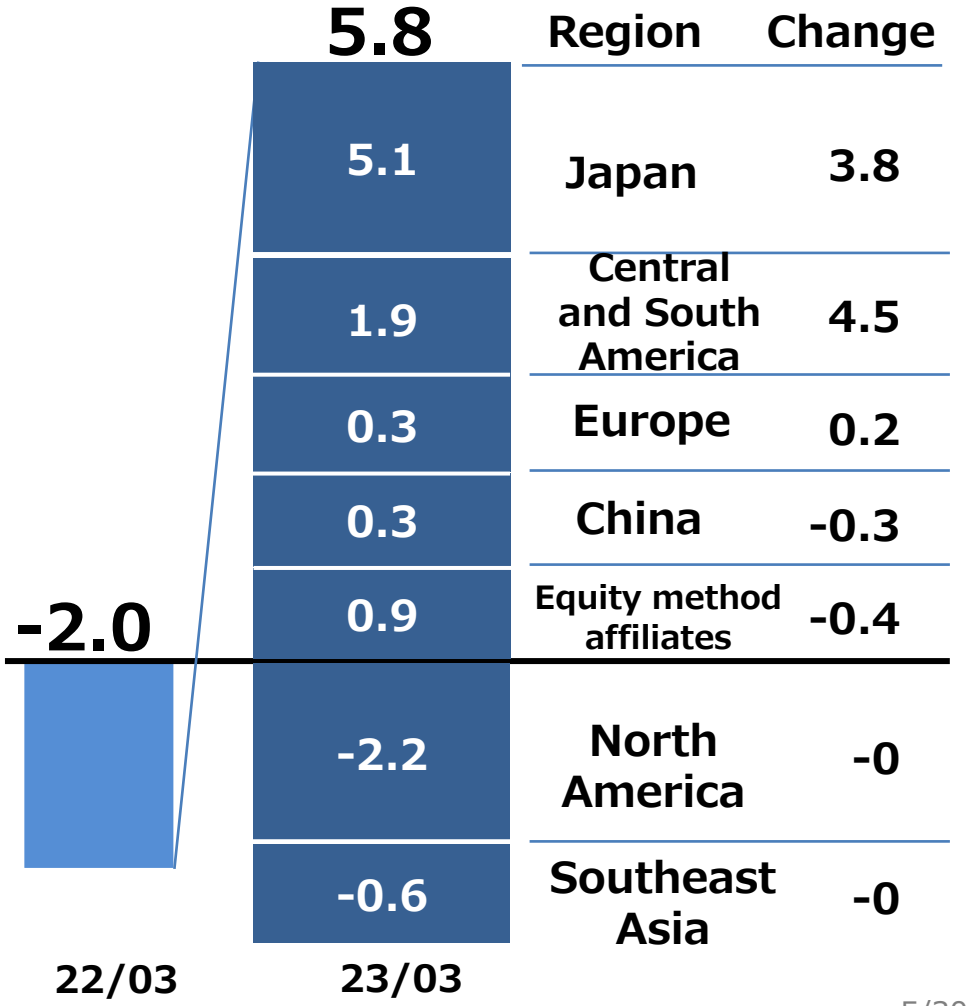
(Unit: billion yen)
(Amount are rounded down)

Operating Income



Region	Change
Japan	2.6
Latin America	3.2
Europe	0.2
China	-8
North America	0.4
Southeast Asia	-0

Profit or Loss Attributable to Owners of Parent

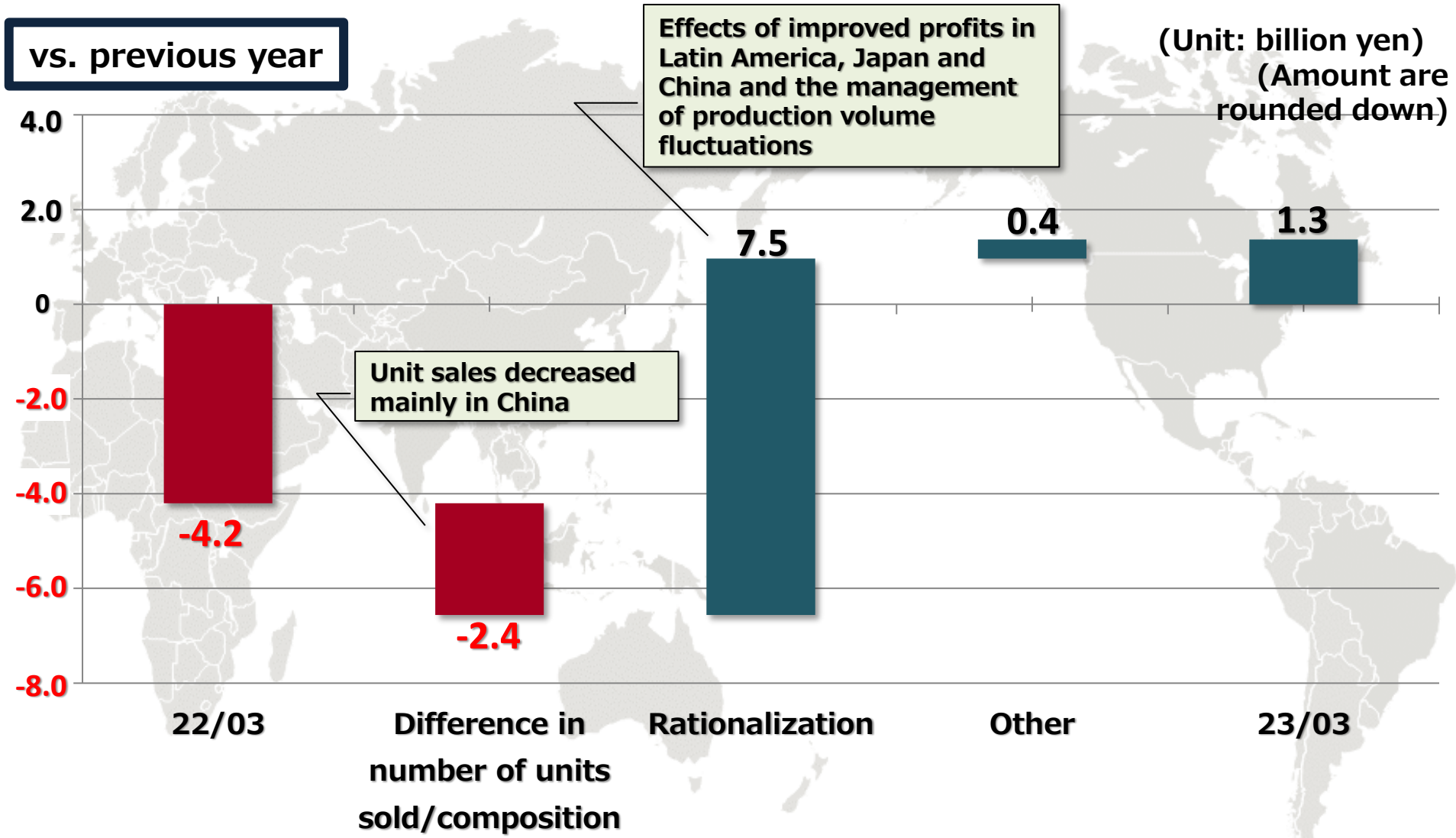


Region	Change
Japan	3.8
Central and South America	4.5
Europe	0.2
China	-0.3
Equity method affiliates	-0.4
North America	-0
Southeast Asia	-0

Yamataka Factor Analysis of Operating Income and Loss (Consolidated)

TACHI-S

Operating income ended in the black as the improvement of the profit structure, etc. compensated for impacts of decreased production by customers and the soaring prices of raw materials.

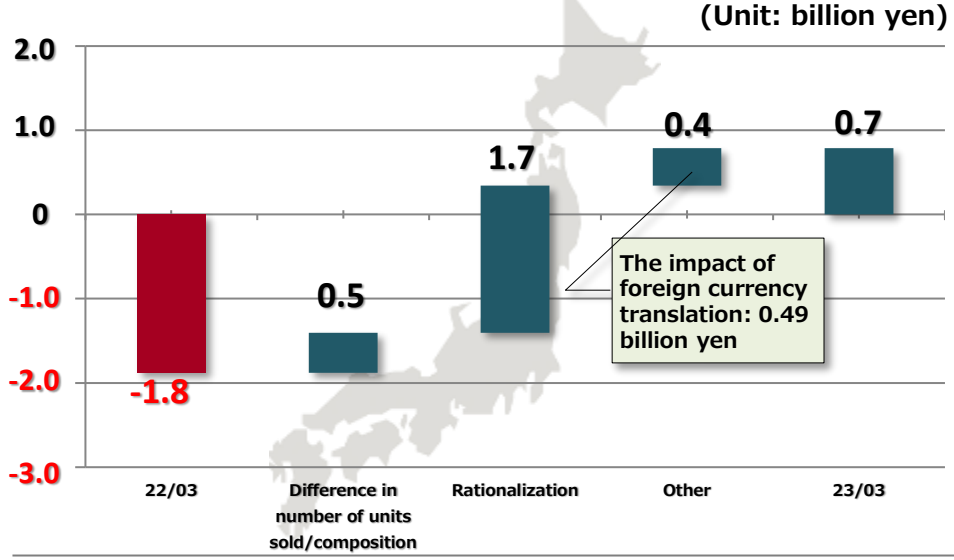


vs. previous year

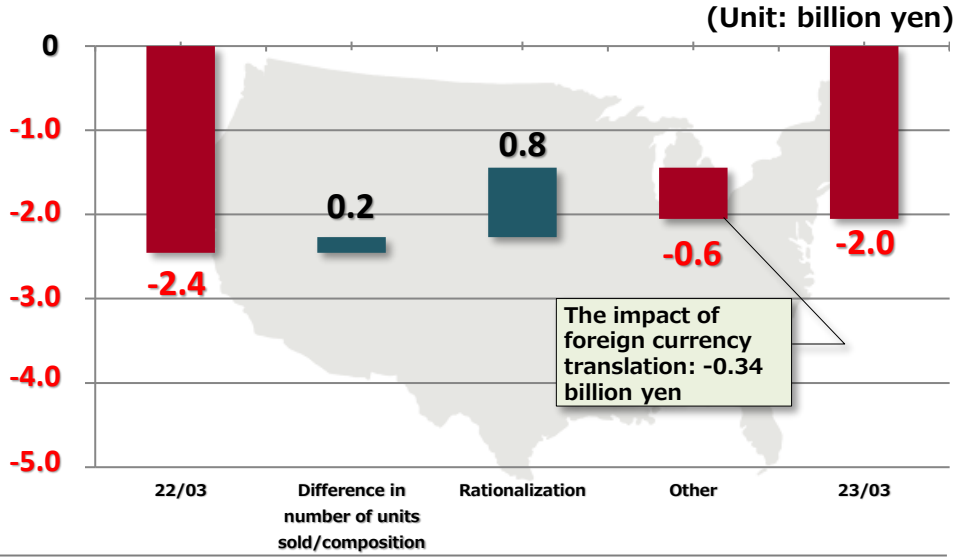
Yamataka Factor Analysis of Operating Income and Loss (Consolidated, by Major Region)

TACHI-S

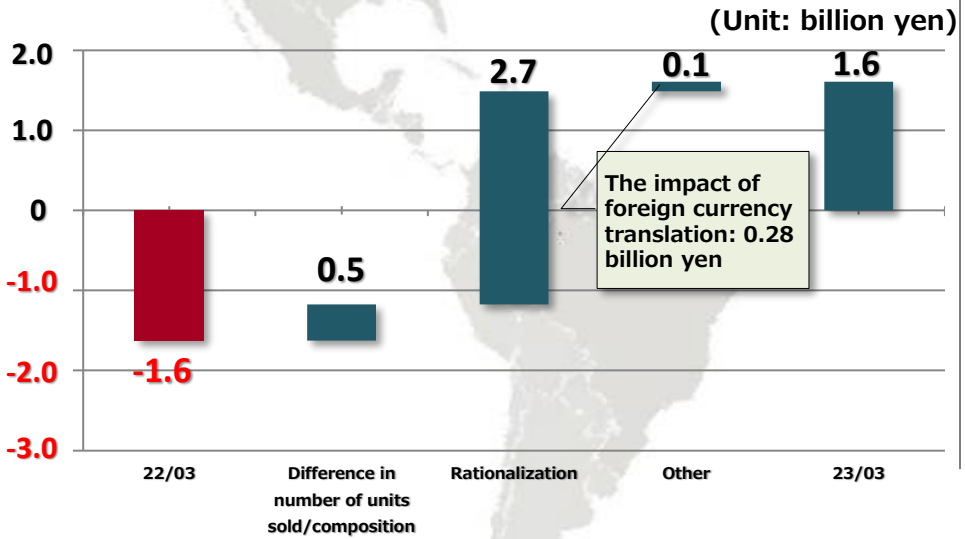
Japan: Operating income ended in the black due to rationalization and the impact of foreign currency translation



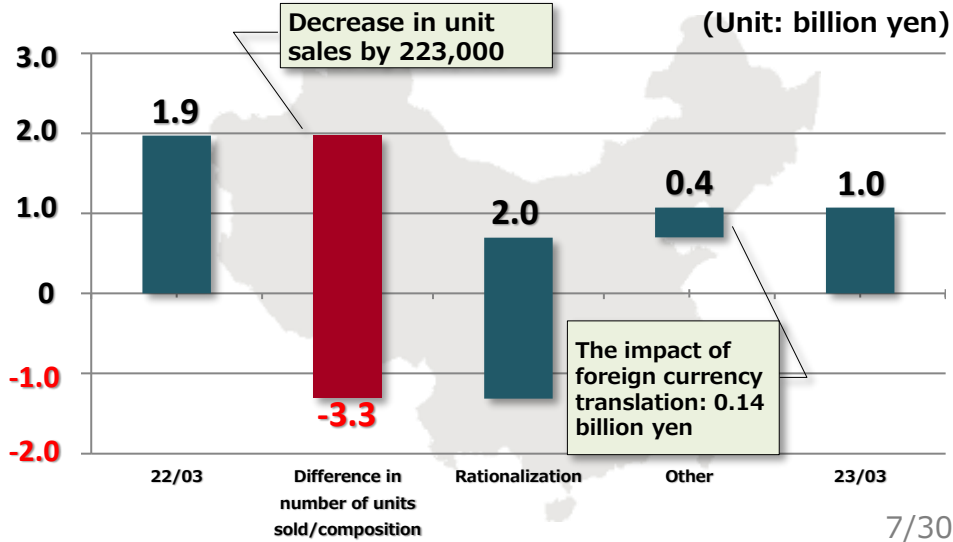
North America: Operating loss was partially reduced due to rationalization



Latin America: Operating income moved into the black due to the impact of new cars and rationalization



China: Decrease in unit sales due to lockdowns in Shanghai and model switching was compensated for by rationalization, etc.



FY2022 Financial Results (Consolidated)

TACHI-S

vs published number

(Unit: billion yen)
(Amount are rounded down)

	23/03 Published	23/03 Results	Change	Change (%)
Net Sales	248.0	243.4	-4.5	-1.8
Operating Income	1.2	1.3	0.1	14.0
Ordinary Profit	2.0	1.9	-0	-1.3
Net Income*	4.5	5.8	1.3	29.4

<Overview of 2023/03 financial results>

- Despite the impact of foreign currency translation due to the depreciation of the yen, sales decreased compared to the plan because the recovery did not reach the level initially forecast due to the impact of production adjustments resulting from the global semiconductor supply shortage and other factors.
- Operating income was largely in line with the plan because various group-wide improvement activities could offset the impacts of the production volume fluctuations of customers, soaring raw material prices, etc.
- Ordinary profit was largely in line with the plan despite the foreign currency translation loss due to the drastic depreciation of the yen.
- Net income for this fiscal year increased mainly due to the sale of investment securities.

Financial and Capital Strategies - ROE/ROIC Status-

TACHI-S

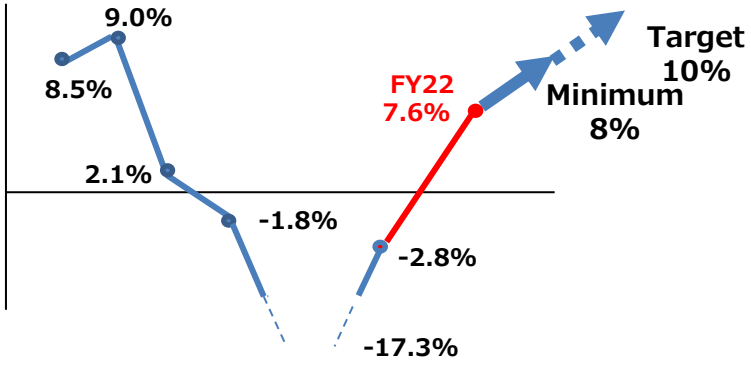
ROE FY22 result 7.6%

- Operating income moved into the black by compensating for the impacts of reduced production by customers and soaring prices of raw materials through improving the profit structure.
- Sold real property for rent.
- Partially sold cross-shareholdings in accordance with the company policy.
- FY22 dividend paid at 3.5% DOE as per policy.

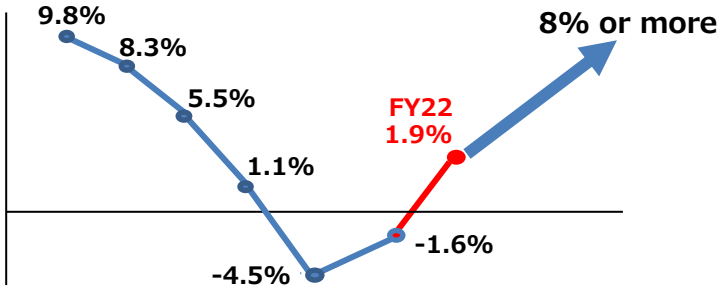
ROIC FY22 result 1.9%

- Adjusted operating income (= net operating income after tax + share of profit of entities accounted for using equity method) achieved a surplus of 1.9 billion yen by compensating for the impacts of reduced production by customers and soaring prices of raw materials through improving the profit structure.
- D/E ratio slightly decreased from 0.32 in FY21 to 0.31 in FY22 for invested capital due to the impact of the increase in equity capital.

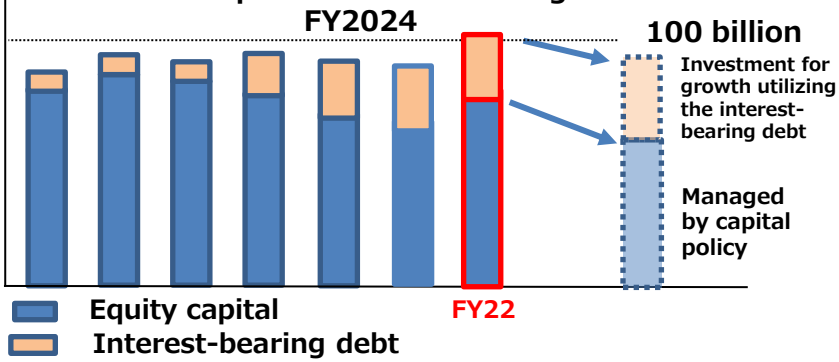
ROE and FY24 target



ROIC and FY24 target



Invested Capital Balance and Targets for FY2024



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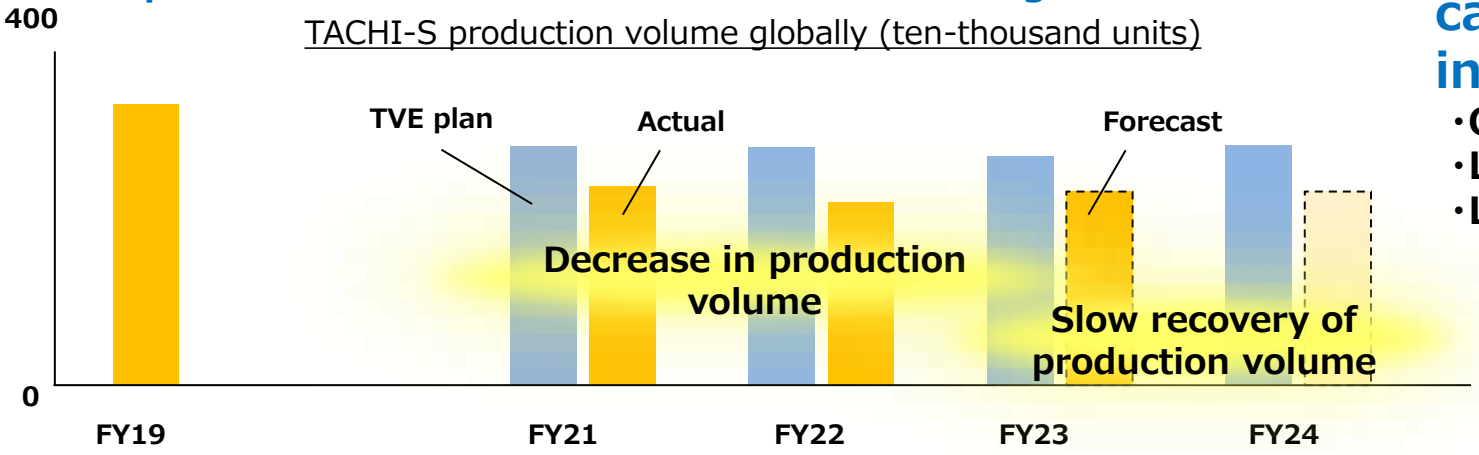
Impact of Changes in Business Environment

Situations changed significantly from ones that had been assumed when TVE was developed. It was caused by the impact of COVID-19, slow recovery of production volume due to semiconductor shortage, inflation, and the impact of the decrease in the production volume in the China Region.

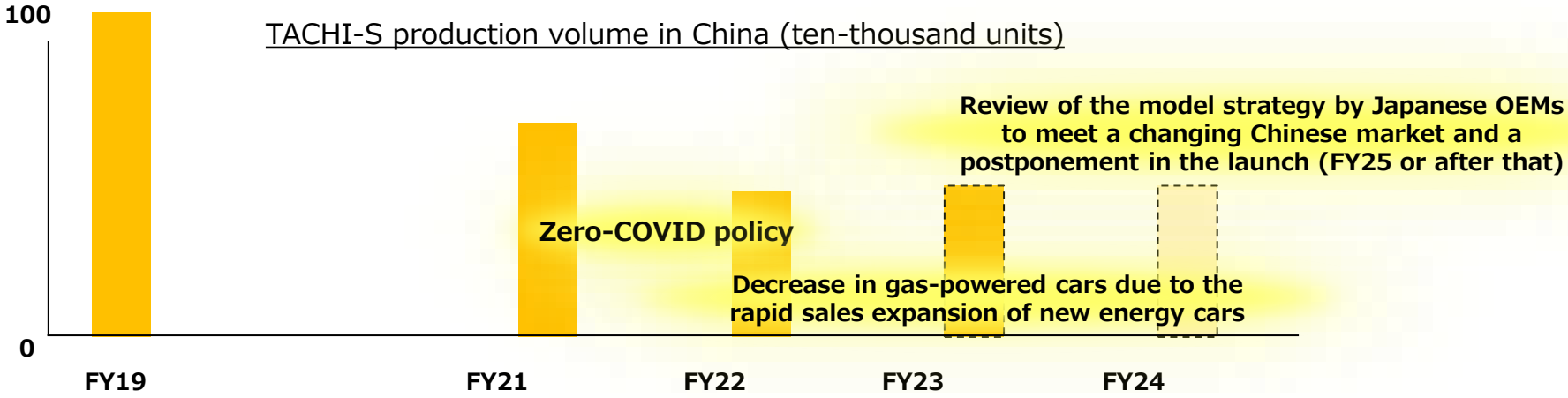
✓ Slow recovery of production volume due to the impact of COVID-19 and semiconductor shortage



✓ Higher costs caused by inflation

- Cost of raw materials
- Logistics cost
- Labor cost

✓ Decrease in production volume in China Region



Status of Profitability Improvement

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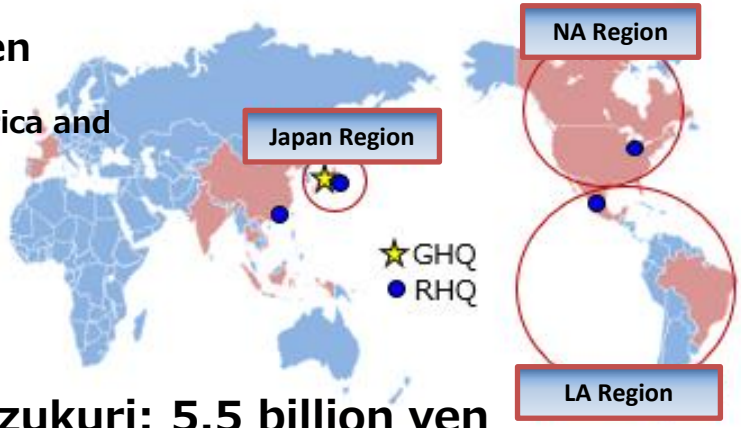
Improvement of profit structure and cost reduction by strengthening Monozukuri were promoted as planned.

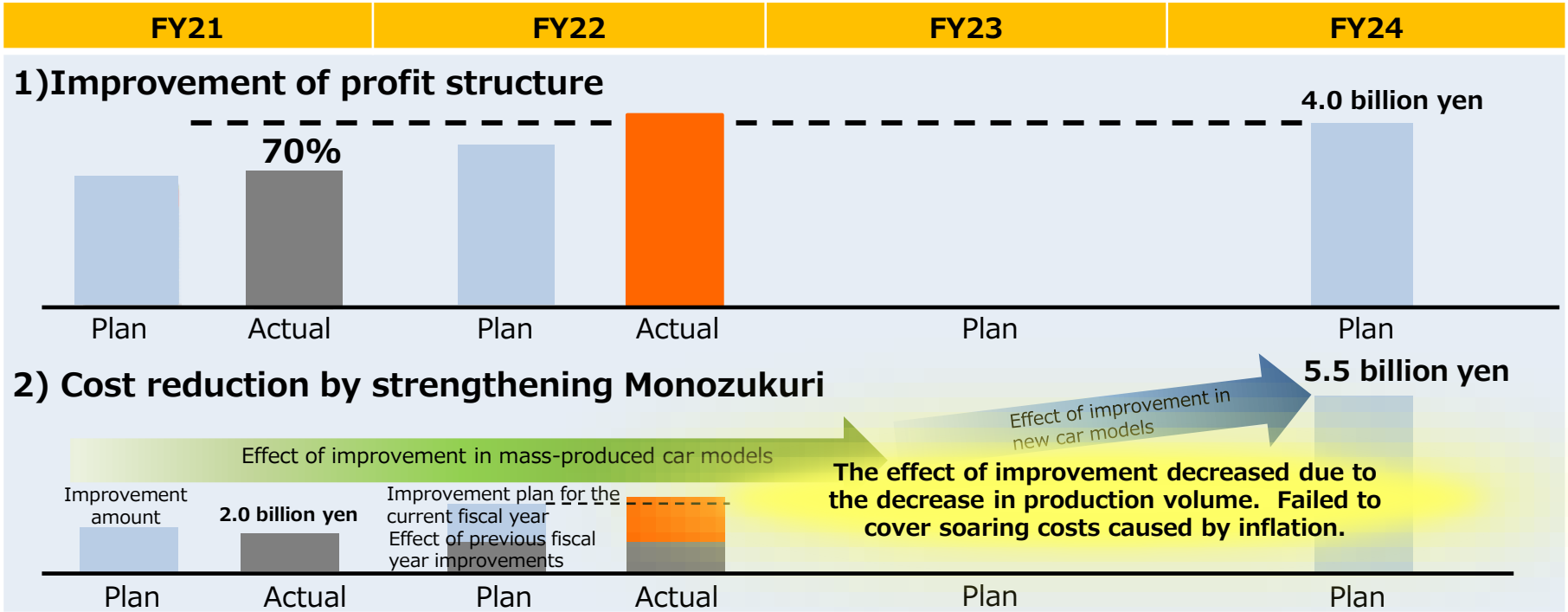
1) Improvement of profit structure: 4 billion yen

Streamlining and improving efficiency in Japan, North America and Latin America.

- ・Reorganization of plants and offices
- ・Reduction of fixed costs
- ・Logistics efficiency improvement
- ・Optimization of functions in each region



2) Cost reduction by Strengthening Monozukuri: 5.5 billion yen



Improvement of Profit Structure - Japan -

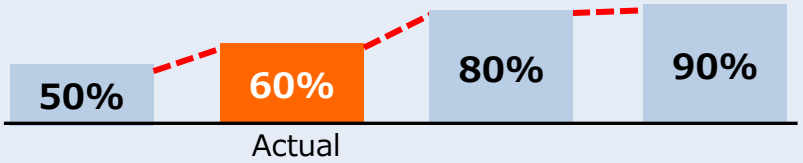
Plant realignment progressed in line with plan Logistics efficiency improvement will likely be attained one year ahead of schedule

Japan: Reorganization of Plants/Offices

	FY21	FY22	FY23	FY24

Our aim

The utilization rate of the Kanto Plant



Activities

The number of JIT plants progressed in line with the plan

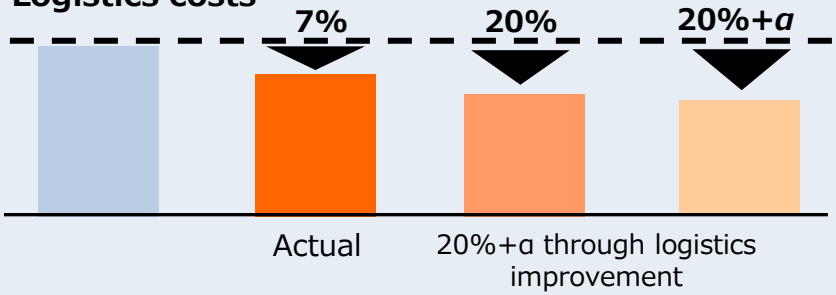
* Shut down the Hiratsuka plant in December 2022
* Raise utilization through production consolidation

Japan: Logistics efficiency

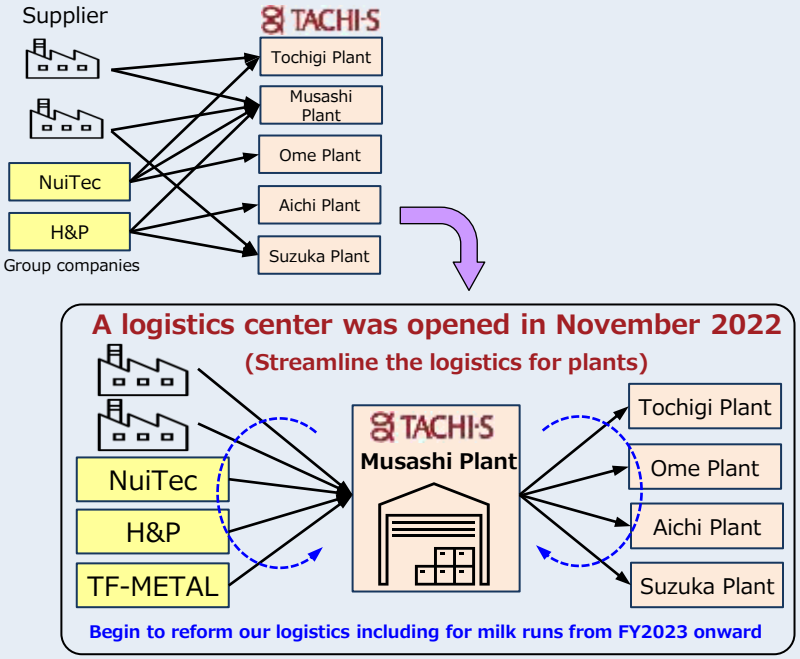
	FY21	FY22	FY23	FY24

Our aim

Logistics costs



Activities



Improvement of Profit Structure
- North America and Latin America -

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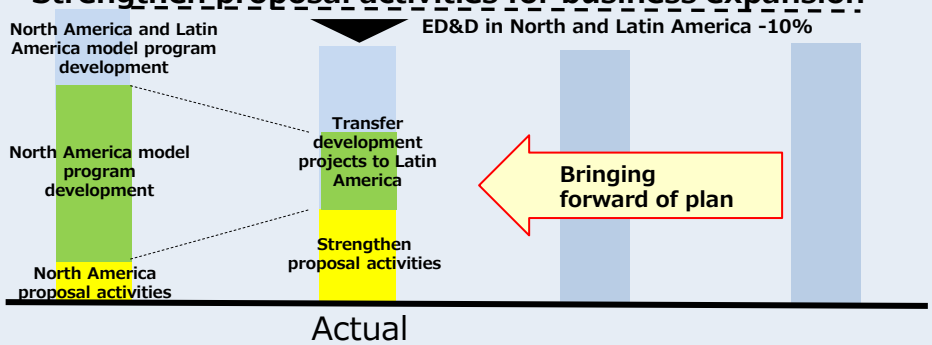
Continue to integrate development functions, strengthen proposal activities, and rationalize SG&A functions

North America and Latin America: Functional optimization in region

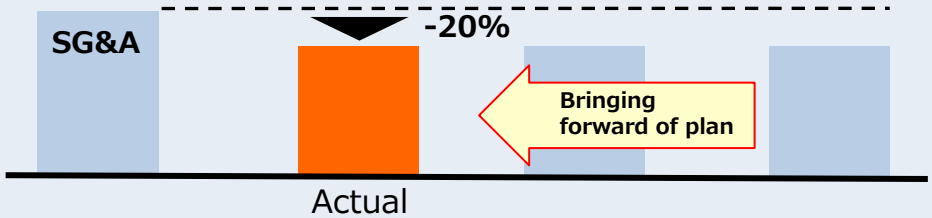
FY21	FY22	FY23	FY24

Our aim

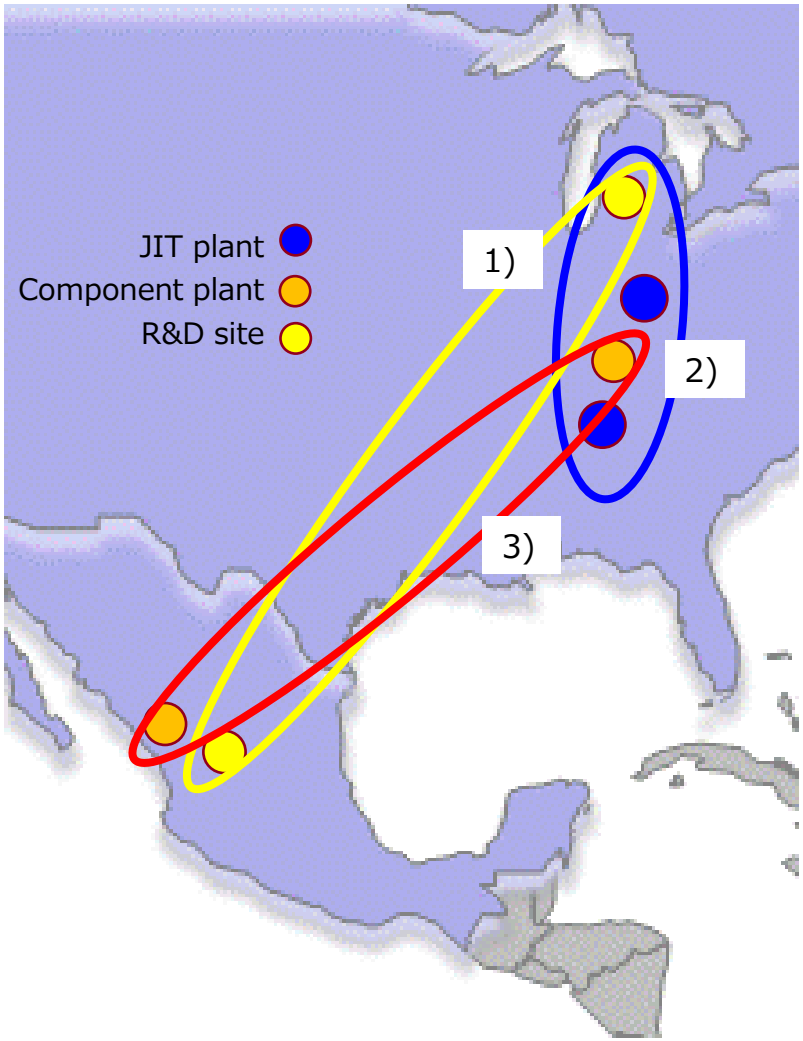
1) Efficiency enhancement through an integration of development functions
Strengthen proposal activities for business expansion



2) Rationalization of SG&A functions



3) Optimization of production sites by utilizing frames and components



Activities

1) Completed the transfer of development projects for existing North American car models to Latin America Strengthened proposal activities, putting forward proposals to eight customer companies
2) Rationalization of SG&A functions at bases

Improvement of Profit Structure
- Latin America -

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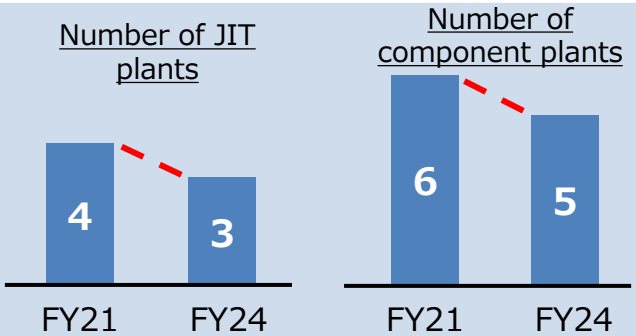
Reorganization of plants, reduction of fixed costs and logistics cost reduction are being implemented as planned

Latin America Region 1: Reorganization of plants, reduction of fixed costs, logistics efficiency improvement

Reorganization of plants



FY21 results

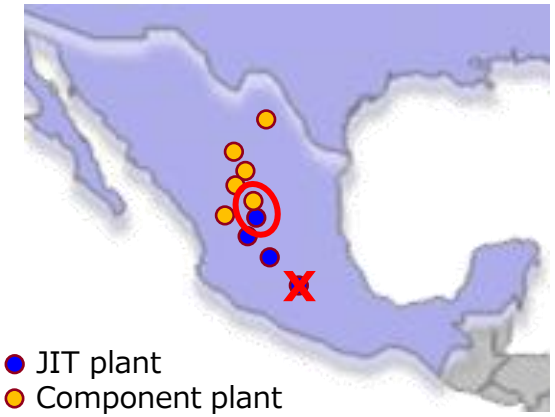
- JIT1 plant closed
- Completed integration of one parts plant into JIT plant

- Reduction of fixed costs

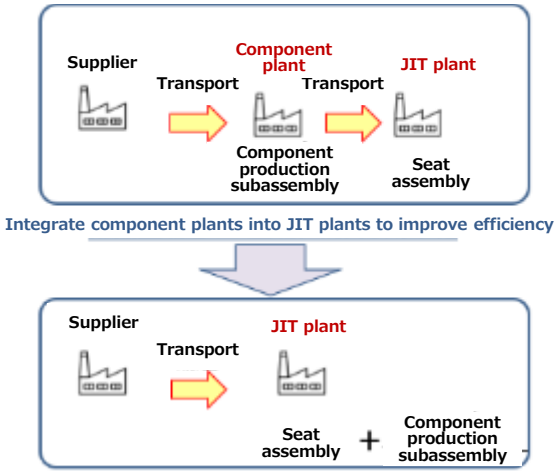
- Reduction of POST count by 17% due to reorganization
- 16% reduction due to headcount optimization

FY22 results

- Reduced the number of posts by 20%
- Headcount reduced by 26%

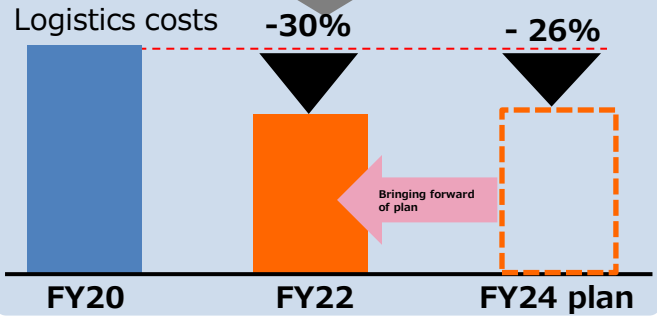


<Integrate component plants into JIT plants>



- Logistics efficiency improvement

-Milk runs (round-the-clock pickups) to increase transportation efficiency
-Improved loading efficiency by compressing parts during transportation
-Improved loading efficiency by optimizing truck size



Strengthening Monozukuri Competitiveness

TACHI-S

Aim to expand business by enhancing Monozukuri competitiveness in addition to improving profitability

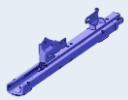
2) Cost reduction by strengthening Monozukuri

Activities (examples)

・Localize mechanical and electrical parts

Promote localization of core parts mounted on common frames such as mechanical parts and electrical parts and roll out lightweight and inexpensive new models

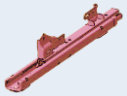
Manual Seat track



⇒**Begin mass production preparation in Latin America**

Manual recliner

New powered Seat track



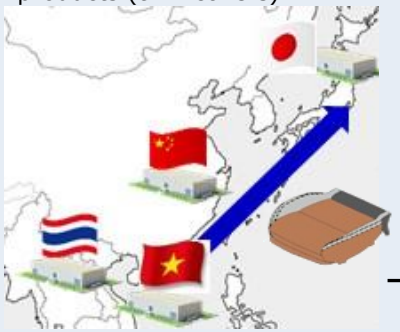
New powered Motor

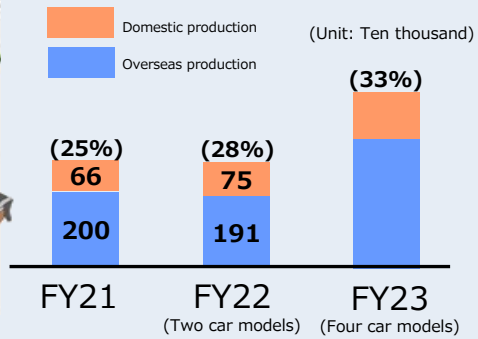
New powered Recliner

⇒ **Complete prototype assessment for China products**

・Reducing the cost of purchased parts / improve logistics

Reconsider the production base for overseas-made products (trim covers)





・Reduce capital investment / Enhance productivity

Downsizing of welding equipment

Structure rationalization and lightening of jig pallets

・Processes improvement / Quality improvement

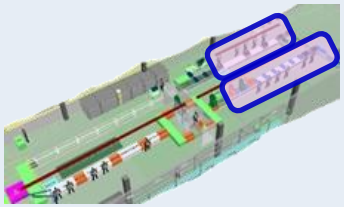
Design and operate highly efficient processes

Production volume 100%

Production volume 50%

Production line design able to respond flexibly to production volume fluctuations

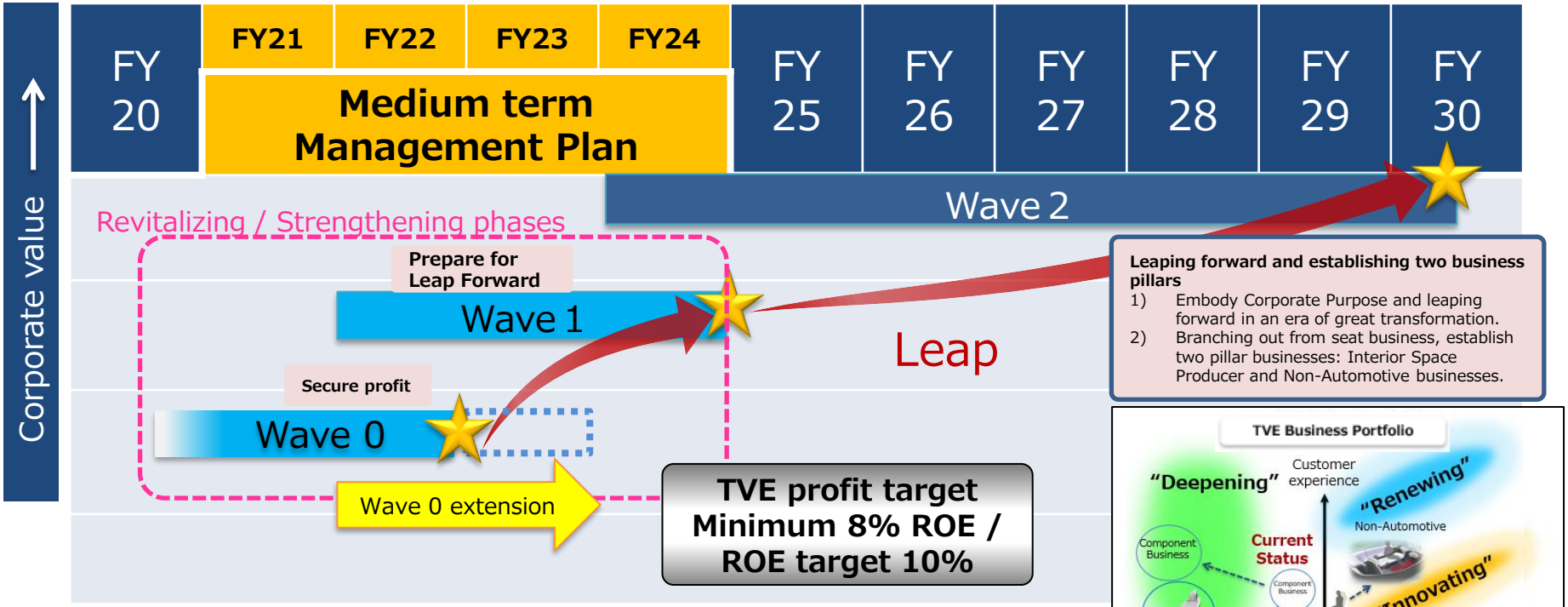
⇒ **Begin to introduce equipment**



Process designing and space-saving through a thorough reduction of assembly labor hours

⇒ **Begin to introduce equipment**

Toward achieving our TVE target



Wave 0	**2021-2022: Secure profit and establish Corporate Purpose** 1) Improvement of profit structure 2) Establish Purpose of TACHI-S **=> Reconsider our business strategy and revenue structure in a flexible and multi-faceted manner by extending Wave 0 in response to marked changes in the operating environment that occurred since the formulation of TVE** **However, no change has been made to our FY24 TVE profit targets of ROE of minimum 8% and target ROE of 10%**	
Wave 1	**2022-2024: Prepare for Leap Forward** 1) Establish a corporate structure to secure profits 2) Set out to become a Space Producer and launch Non-Automotive business	**Unchanged**
Wave 2	**2024-2030: Leap forward and establish two business pillars** 1) Embody Corporate Purpose and leap forward in an era of great transformation. 2) Branching out from seat business, establish two pillar businesses: Interior Space Producer and Non-Automotive businesses.	**Unchanged**

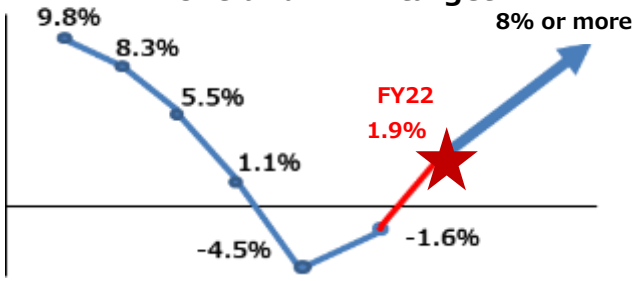
Toward achieving 8% ROE

While endeavoring to reform our profit structure, we will additionally work to increase profit to respond to the earlier-mentioned changes in the operating environment

■ Background

- The ROE in FY22 was 7.6%, largely owing to the sale of some leasehold properties and cross-shareholdings
- We achieved a surplus in operating income for FY22, but ROIC was 1.9%, missing the target by over 8 percentage points.
- We must eliminate the ROIC deviation in order to achieve ROE of 8% even in an operating environment that changed markedly from the initial stage of TVE
- Some business lines found it difficult to achieve profit planned in TVE, a fact discovered by checking the future profitability of our individual businesses

ROIC and FY24 target



- We must build a robust profit base able to generate profit continuously, something we essentially aim for in TVE

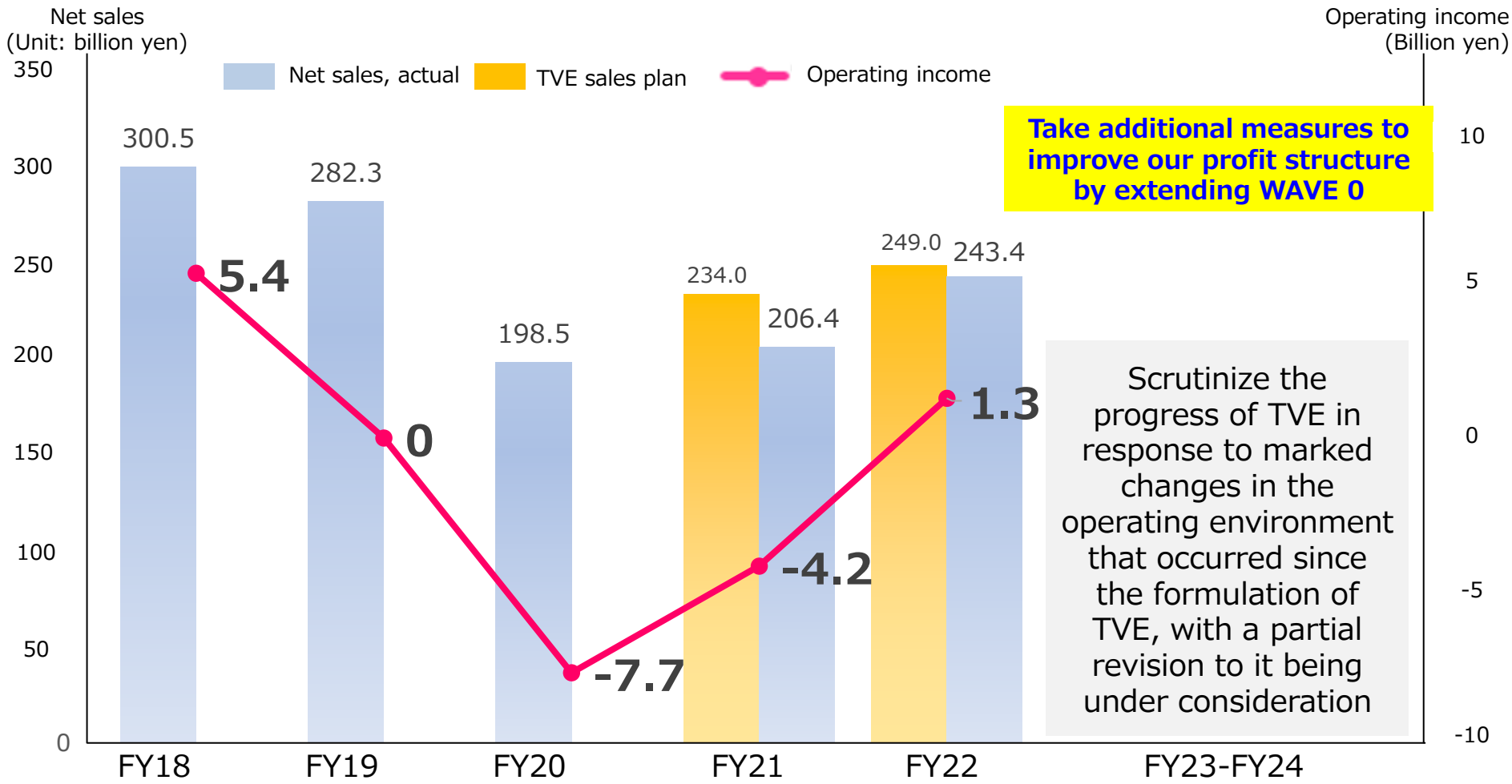
■ The directionality of profitability improvement in addition to the existing TVE plan

1. Profitability improvement for low-profitability business lines
2. Improvement of marginal profit: Reduction in materials costs and logistics expenses
3. Optimization of fixed costs

Target of profitability improvement

TACHI-S

From FY21 to FY22: Profitability recovered due to our TVE profit improvement activities
From FY23 onward: Make sure to put our profit base on a firm footing by taking additional measures to improve the profit structure



* Net sales from FY21 onward on a new revenue recognition standard basis

Profitability improvement activities
1) Improvement of profit structure
2) Cost reduction by strengthening Monozukuri

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Progress of the Medium-Term Management Plan (TVE*)

Shareholder Return

Activity report

※Transformative Value Evolution

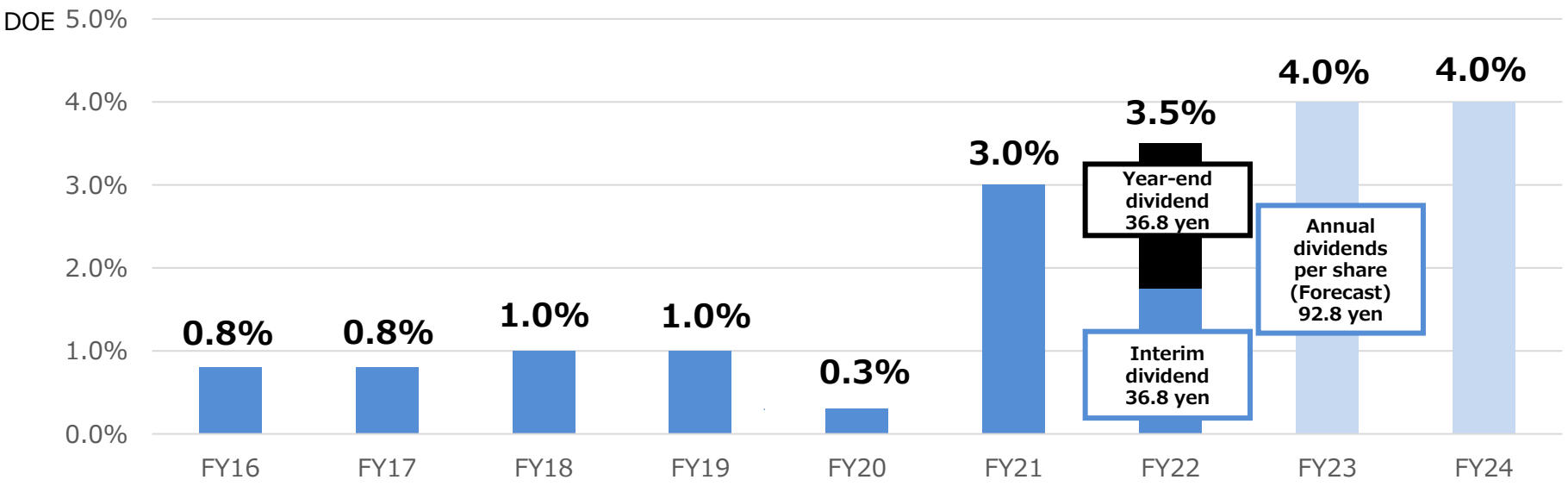
Shareholder Return

DOE 3-4% for FY21 – FY24. FY22 DOE at 3.5% (73.6 yen per share)

*** Dividend on Equity Ratio**

- **Dividend On Equity ratio (DOE) is applied as a financial indicator for dividends in an effort to achieve an ROE of 8% shown in the Medium term Management Plan TVE**
- **Aim to achieve an DOE of 4% for FY24 and take a proactive approach to shareholder return based on comprehensive consideration of cash flow, sound financial base over the medium to long term, and other factors.**

DOE over the past 6 years and targets for FY21 to FY24



Maintain a DOE of 4% as stipulated in the medium-term management plan and forecast an annual dividend of 92.8 yen per share for FY23 because no change is planned to make sure we achieve an ROE of 8%, a management target for FY24

Contents

FY2022 Financial Results

Progress of the Medium-Term Management Plan (TVE*)

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※Transformative Value Evolution

Shinkha - Deepening -

TACHI-S

Enhance by implementing technological strategies for each commodity

Our aim

Aiming for lean manufacturing by implementing technology strategies
(Frame, mechanism, trim cover, urethane pad, seat assembly)

Improvement of prediction technology

IoT

Efficient production processes

Automation

Weight reduction

Cost reduction

In-house production

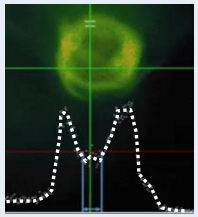
Activities (examples)

Automatic laser welding inspection

- **Efficient production processes: Improving efficiency by inlining**

Welding process

Inspection processes (total number)



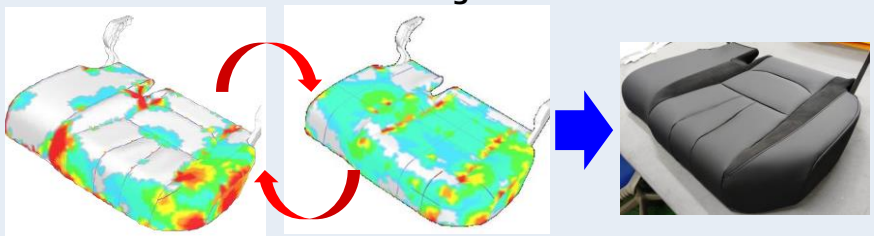
Measure light width during welding

Inline inspection

⇒ **Begin mass production preparation in Latin America**

Development of trim cover technology

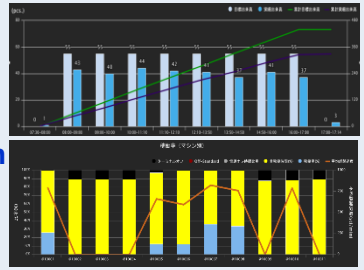
- **Prediction technology: Improving development efficiency through wrinkle simulation**



Achievement of development efficiency improvement of at least 20% by doing virtual tuning three times using digital pattern papers and wrinkle simulation

- **IoT: Using process IoT to efficiently overcome challenges**

Visualize on a real-time basis



Begin to create data for real-time tasks by turning sewing processes into IoT-based ones

Shinkha – Innovating –

TACHI-S

System control technology is under development to realize the creation of new mobile space value

FY21	FY22	FY23	FY24	FY25 and later

Our aim

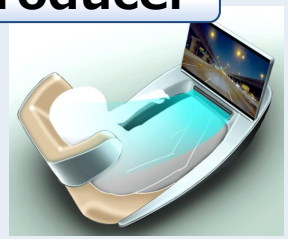
- Create new mobile space value (space value centering on seats)
- System control technology to realize mobile space value

+

+

Sensing technology ECU Motion technology

Space producer



Activities (examples)

Integrated electronic control unit (integrated ECU)

Trial ECU

- With the same size as the power seat ECU
- 60% reduction in the number of elements

Demo unit already developed

Functions

- Power seat ECU with a seat position memory
- Lumber support
- Ventilation control
- Heater control

All-in-one seat concept

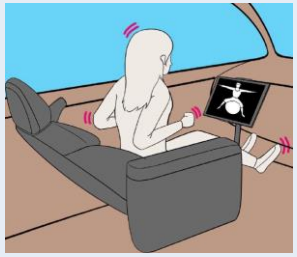
Verify the value of in-car experience with trial mock-up seats

- Enhance value that is possible only in a car
  ⇒ Enjoy scenery while improving health or relaxing

- Make it possible to do what can be done at home
  ⇒ An online meeting while eating

- Remove negative elements in a car
  ⇒ Play a game in a front/rear seat while watching a face

- New things that can be done with a car
  ⇒ Core-strengthening exercises with changes in seat position



Shinkha – Renewing –

TACHI-S

Aim to be a company that supports a physically, mentally, and socially happy life

FY21	FY22	FY23	FY24	FY25 and later

Our aim

Expand into new business areas other than automobiles with technologies cultivated in seat development and with open innovation

★ Launching non-automotive organizations

PoC (Proof of Concept)

Gathering ideas

Verify business feasibility

Narrow down

Prepare

Start from a small scale

Make it bigger

Larger scale

Activities

Individual ideas gathered

- New mobile value for those who have returned their driving license

- Pursue sitting comfort and a healing space
- Proposals of new ways of working and proposals in the metaverse field

- Make proposals for eco-friendly and energy-saving heating to individuals

Support office women suffering from cold

- 60% of Japanese women have poor circulation;
- Worry about what people will think of dressing up warmly in an office; and others

Focus on "cold feet," the most common answer in an internal questionnaire.

Create a theoretical trial product for heating that is easily adjustable to a suitable temperature without worrying about what people will think in an office

Make use of the heater, sewing, and urethane technologies of TACHI-S.

■ Various seat technologies will be advantages in new business areas

◆ Heater

◆ Sewing

◆ Urethane

◆ Welding

etc.

Three types of Shinkha – Building DX foundation –

TACHI-S

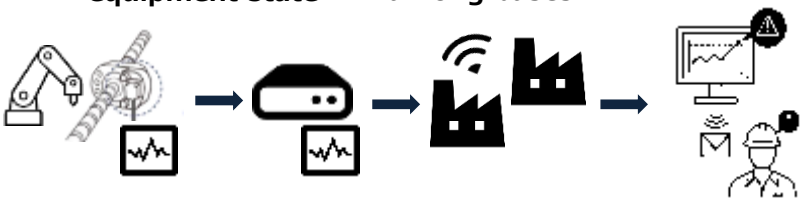
For DX, establish data-based connections by making use of the existing systems and introducing necessary systems on the basis of inventory results

	FY21	FY22	FY23	FY24
Our aim	Take an inventory of the existing operations and take full advantage of the existing systems Activities for improving IT literacy		Evolution of the existing systems Introduction of necessary systems	Transition to digital processes
	DX infrastructure building (Digitization→Go digital) **Connect Through Data**			

Activities (examples)

(1) Collect equipment data for predictive maintenance

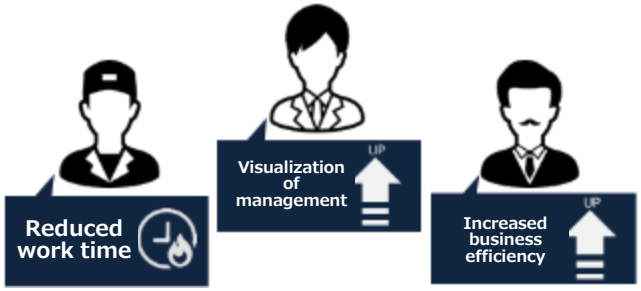
Install sensors to quantify the equipment state → Share information among bases → Analyze data to detect signs



Detect an error quickly! Predictive maintenance activities based on trends

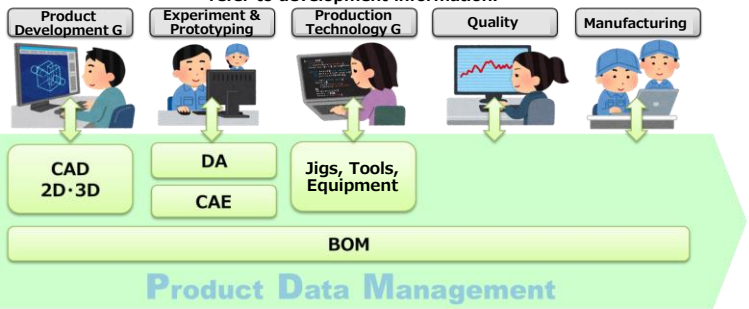
(2) Centrally manage resources and information among group companies

The progress of equipment inspection, the details of work, the period of equipment suspension, and maintenance costs such as for managing spares are shown graphically.



(3) Share development information using new PDM

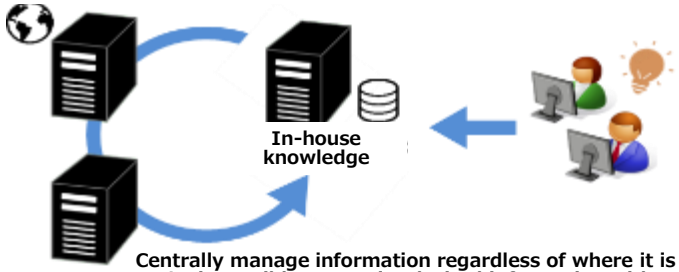
Build an information management infrastructure where all departments can refer to development information.



* Product Data Management: System to manage product data

(4) Utilize knowledge by making internal information visible

Collect and register implicit knowledge.
Make unshared knowledge visible and commonly available.



Centrally manage information regardless of where it is stored.
Make it possible to acquire desired information without being conscious.

ESG initiatives

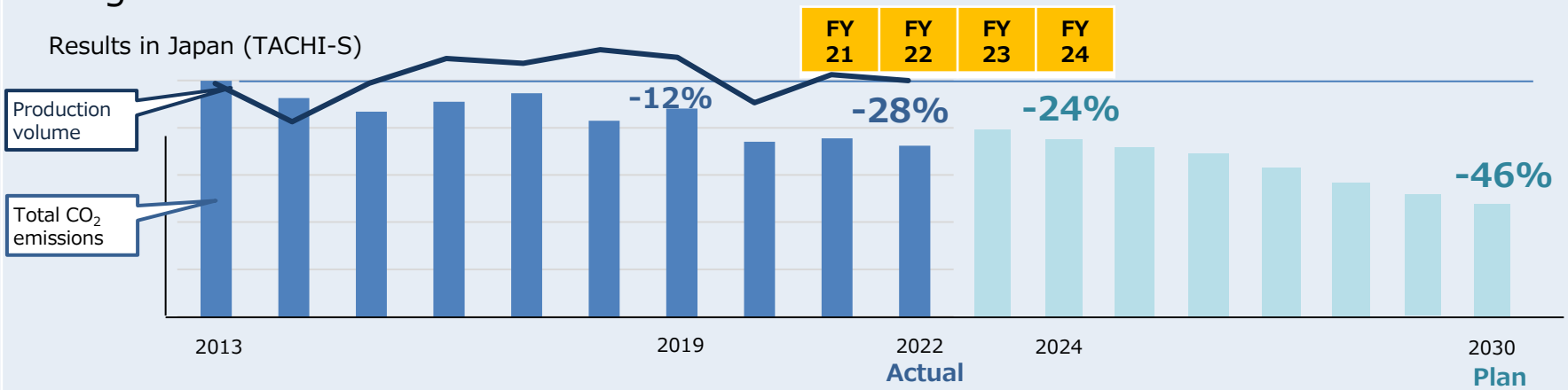
Set CO2 reduction goals for group overseas bases. Disclose information according to the TCFD recommendations.

Our aim

E: Environment—Carbon neutrality

FY30 CO_2 reduction targets

- Overseas: -43% from FY19
- Japan: -46% from FY13



Activities

■ Introduce renewable energy by photovoltaic power generation

Suzuka Plant

Aichi Plant

From the end of February 2023
CO_2 reduction of 130 tons/year

Reference source: Added a panel image from Google Earth by Google LLC.

Musashi Plant (machinery building)

Set for June 2023

CO_2 reduction of 45 tons/year

Reference source: Added a panel image from Google Earth by Google LLC.

■ TCFD (Task Force on Climate-related Financial Disclosure) information disclosure

Announced support for the TCFD recommendations in May 2022
Disclosed information on the website in April 2023: https://www.tachi-s.co.jp/en/en_company/en_tcfd.html

ESG initiatives

Creation of systems that respect and use human rights and diversity

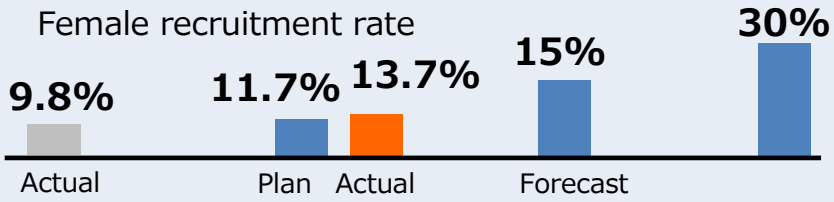
	FY21	FY22	FY23	FY24
Our aim				
Activities				

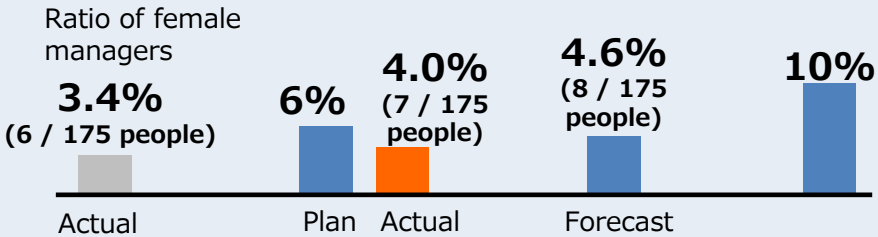
S: Society—Human rights due diligence, promotion of women's engagement, diversity

■ **Human rights due diligence**

TACHI-S group human rights policy
- ✓ Basic approach
- ✓ Scope
- ✓ Fulfillment of the obligation to respect human rights
- ✓ Priority issues

■ **Action plan for the promotion of female advancement (in Japan)**





■ **Diversity initiatives (response to diversity)**

■ Human rights due diligence
- ・Identify human rights risks in the group and set priority issues in line with the corporate identity of TACHI-S
  - ✓ Pursue a good and healthy life for stakeholders
  - ✓ Provide safe and secure goods and services with consideration to human rights

■ Action plan for the promotion of female advancement (in Japan)
- ・Introduce fertility treatment leave and counseling before and after childbirth, support various ways of working, and realize an environment where employees can work without worry

■ Diversity initiatives (response to diversity)
- ・Towards the appointment of female corporate officers in 2030, select candidates in major regions. Formulate the career program in each region. Do follow-ups of progress toward the achievement of goals.

Corporate Governance

TACHI-S

Response to governance issues CG report - 5 explain

Principles and supplementary principles	Item	Response
1-4	Cross-shareholdings	● To grow sustainably as an independent automotive parts manufacturer, cooperative relationships with various stakeholders are essential. While we will continue to hold the cross-shareholdings we consider necessary for business to a reasonable extent, we will change the details of such holdings, including reductions, in line with business innovation and evolution. ● We will manage cross-shareholdings with constant awareness of asset efficiency in view of the ROE target of 10% (FY2024) and so that they account for less than 10% of consolidated net assets.
Scheduled to be complied 4-10 [1]	Involvement and advice of independent outside directors with regard to nomination, remuneration, etc.	**[To be complied after the Ordinary General Meeting of Shareholders in June 2023*]** ● We changed three of five members of the Human Resources and Remuneration Committee to independent outside directors. ● We are planning to change the chair of the Human Resources and Remuneration Committee to an outside director (to be officially decided at the Board of Directors after the Ordinary General Meeting of Shareholders to be held in June this year).
Scheduled to be complied 4-11	Preconditions for ensuring the effectiveness of the Board of Directors and the Audit & Supervisory Board	**[To be complied after the Ordinary General Meeting of Shareholders in June 2023*]** ● The effectiveness of the Board of Directors was evaluated with the involvement of a third party, and the results and issues were reported to the Board of Directors. We are currently implementing sequential improvements. ● Although we have no female directors at present, we are currently working to expand the number of female managers and to strengthen and promote initiatives towards the realization of workplace environments in which women can play even more active roles. ● We are planning to propose selecting one woman as a director candidate at the Ordinary General Meeting of Shareholders to be held in June this year.

*Planned to be indicated as "Complied" in the Corporate Governance Report to be submitted after the Ordinary General Meeting of Shareholders in this year.

Corporate Governance

TACHI-S

Response to governance issues CG report - 5 explain

Principles and supplementary principles	Item	Response
Scheduled to be complied		**[To be complied after the Ordinary General Meeting of Shareholders in June 2023*]** ➢ **Formulation of a basic policy for sustainability initiatives by the Board of Directors** ● We formulated an "ESG philosophy" and published it on our website (October 2022). ➢ **Sustainability issues and initiatives** ● Set up the ESG Promotion Office to promote ESG initiatives. (April 2022) ● Announce support for the TCFD recommendations. (May 2022) ● Approve an action policy in the ESG Promotion Committee. Do a follow-up of progress every quarter. Environment area, social area, governance area, human capital development area. ● Report on the activities of the ESG Promotion Committee and the Risk Management Committee to the Board, and hold discussions at the Board. ● Analyze risks and opportunities for our business from the climate change scenario and disclose the results on the website (April 2023).
2-3 [1]	Positive and active handling of sustainability issues	
Scheduled to be complied		
4-2 [2]	Formulation of a basic policy for sustainability initiatives by the Board of Directors	

*Planned to be indicated as "Complied" in the Corporate Governance Report to be submitted after the Ordinary General Meeting of Shareholders in this year.

Supporting People and the Earth
through "Seating" Technology

TACHI-S

Global Seat System Creator

Cautionary Statement

This document contains forward-looking statements that reflect TACHI-S' judgments and estimates that have been made on the basis of currently available information. Such forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause TACHI-S' actual results to be materially different from any future results, performance or achievements expressed or implied by those forward-looking statements.

Appendix

FY22 Second-Half Topics

Business/ Management		Head office relocation from Akishima City to Ome City completed on December 20, 2022	-
		Revised the outside director independence judgment standard	Go to news release
Award		Received the 2022 Best Supplier Award【Wuhan Dongfeng TACHI-S Yanfeng Automotive Seat Co., Ltd.】	Go to news release
		Received the 2022 Dongfeng Nissan Best Quality Performance Award【TACHI-S Lear DFM Automotive Seating (Xiangyang) Co., Ltd.】	Go to news release
		Received the 2022 Honda Supplier Award for 5 consecutive years【SETEX Automotive Mexico】	Go to news release
		Received the Delivery Award, an award for excellence, from Honda Motor Co., Ltd.	-
		Received the Superior Quality Award from Nissan Shatai Co., Ltd.	-
Technology		Completed a prototype of a new integrated electronic control unit (ECU) for controlling automotive seats	-
ESG		Disclosed TCFD information	Go to ESG HP
		Made efforts to reuse industrial waste as fertilizer【TF-METAL Co., Ltd.】	-
		Donated medical aprons to Yokote City in Akita Prefecture【NuiTec Corporation】	-
		Tempyo Park cleaned by the Shiba Industrial Estate Council【Tochigi Plant】	-
		A corporate crime-prevention patrol conducted by the Crime Prevention Association of Anjo City【Aichi Plant】	Go to appendix
		Accepted high-school students as internship students【Suzuka Plant】	-
		Cleaned plants and their surroundings【offices and plants of TACHI-S】	-
		Donated food and daily necessities to a charitable organization; donated Christmas presents to a charitable organization【TACHI-S Engineering U.S.A., Inc., TACHI-S Automotive Seating U.S.A., LLC, TF-METAL U.S.A., LLC】	Go to appendix
		Cleaned streets in Walton City【TF-METAL U.S.A., LLC】	Go to appendix
		Made a donation to a facility for the handicapped【TACHI-S Mexico】	Go to appendix
		Donated picture books to kindergartens and elementary schools【TACHI-S Lear DFM Automotive Seating (Xiangyang) Co., Ltd.】	Go to appendix
		Cleaned a bike sharing station and conducted bike maintenance【TF-METAL Zhejiang Co., Ltd.】	Go to appendix

Region Topics (Social contribution for community)

Anjo City Crime Prevention Association

TACHI-S Aichi Plant

Donate daily necessities to charity organizations

TACHI-S Engineering U.S.A., Inc.
TACHI-S Automotive Seating U.S.A., LLC
TF-METAL U.S.A., LLC

City of Walton road cleaning

TF-METAL U.S.A., LLC

Donations to facilities for people with disabilities

TACHI-S Mexico

Donation of picture books to kindergarten and elementary school

TACHI-S LEAR DFM AUTOMOTIVE SEATING(XIANGYANG) CO.LTD.

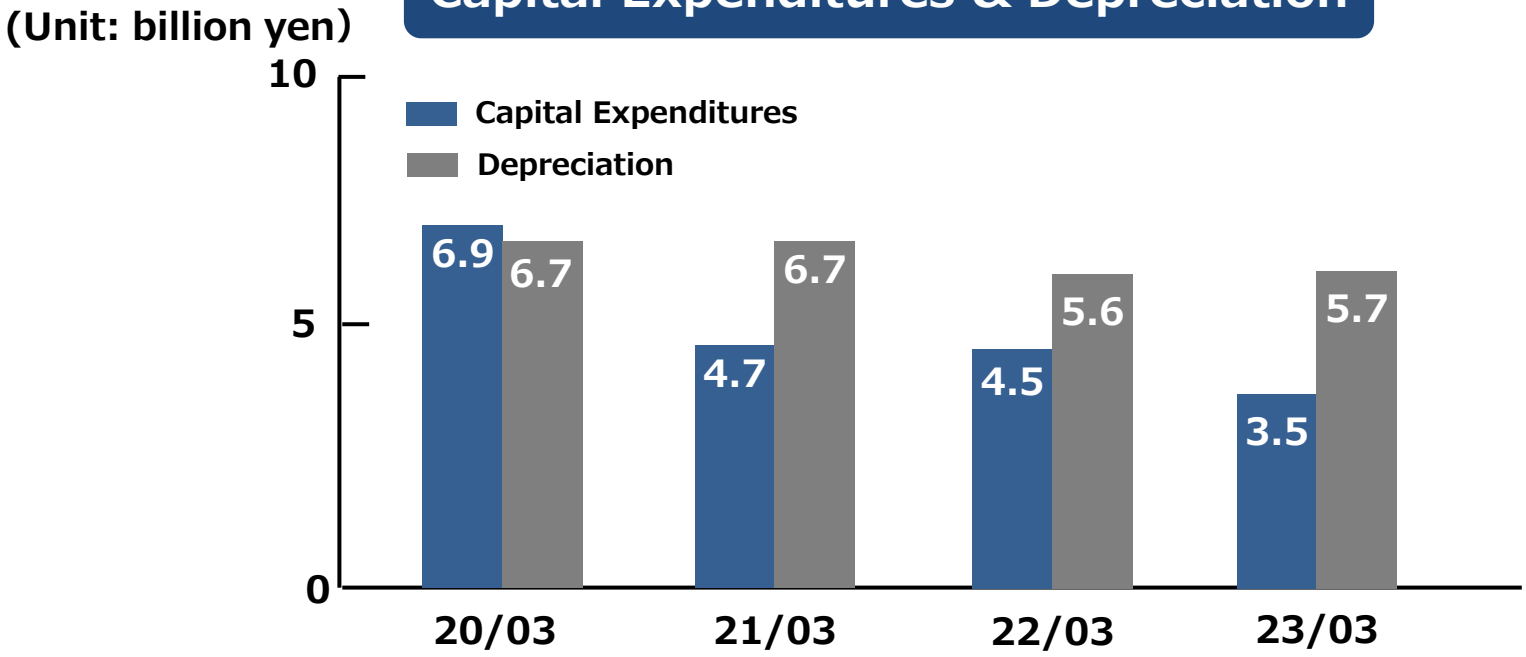
Shared Cycle Station Cleaning and Bicycle Maintenance

ZHEJIANG TACHI-S AUTOMOTIVE PARTS CO.,LTD.

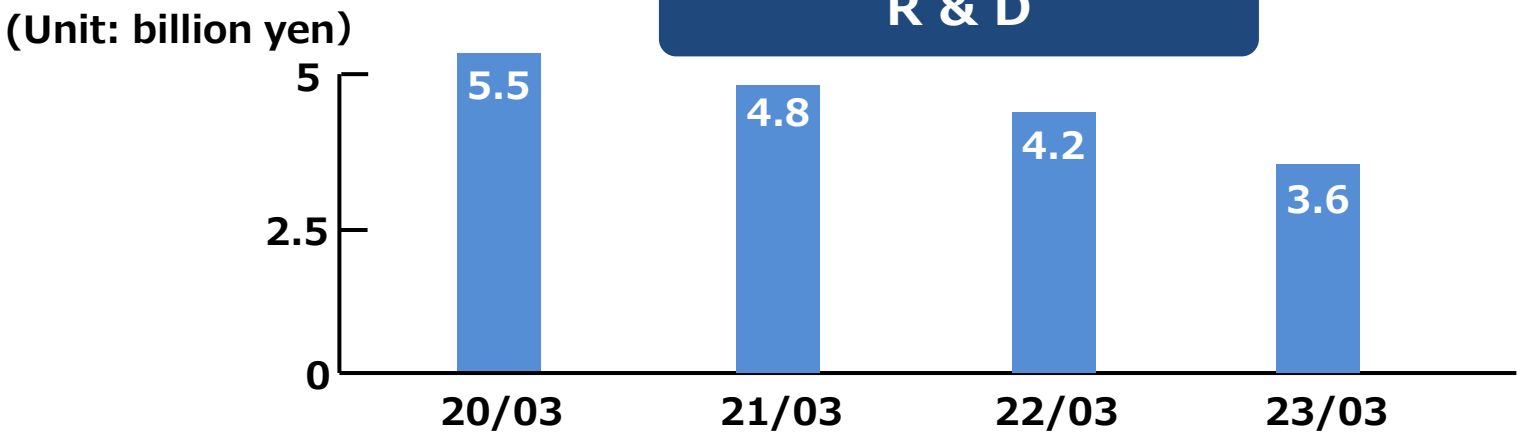
Capital Expenditures, R&D and Depreciation cost (consolidated)

TACHI-S

Capital Expenditures & Depreciation



R & D



FY22 New Models and Minor Changes

TACHI-S

	FY2022									FY2023		
	Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
Japan	X-TRAIL		DUTRO Z EV			ZR-V						
		SKYLINE (M)		N-WGN (M)			OUTLANDER (M)		ECLIPSE CROSS (M)		GT-R (M)	
		FREED (M)			N-ONE (M)			Patrol (M)				
Mexico	HR-V				Luxury SUV (M)			VERSA (M)		SENTRA (M)		
Americas		INTEGRA				MAXIMA (M)				ACCORD		
China			ARIYA			XR-V					HR-V	

●NISSAN ●HONDA/ACURA ●MITSUBISHI ●TOYOTA/HINO ●OTHER

(M) : Minor Change Model Year

FY22 New Launches

HONDA HR-V/ZR-V Complete Seat

April 2022	September 2022	March 2022
SETEX Automotive Mexico	TACHI-S Musashi Plant	WUHAN DONGFENG TACHI-S YANFENG AUTOMOTIVE SEATING Co.,Ltd

Exchange Rate

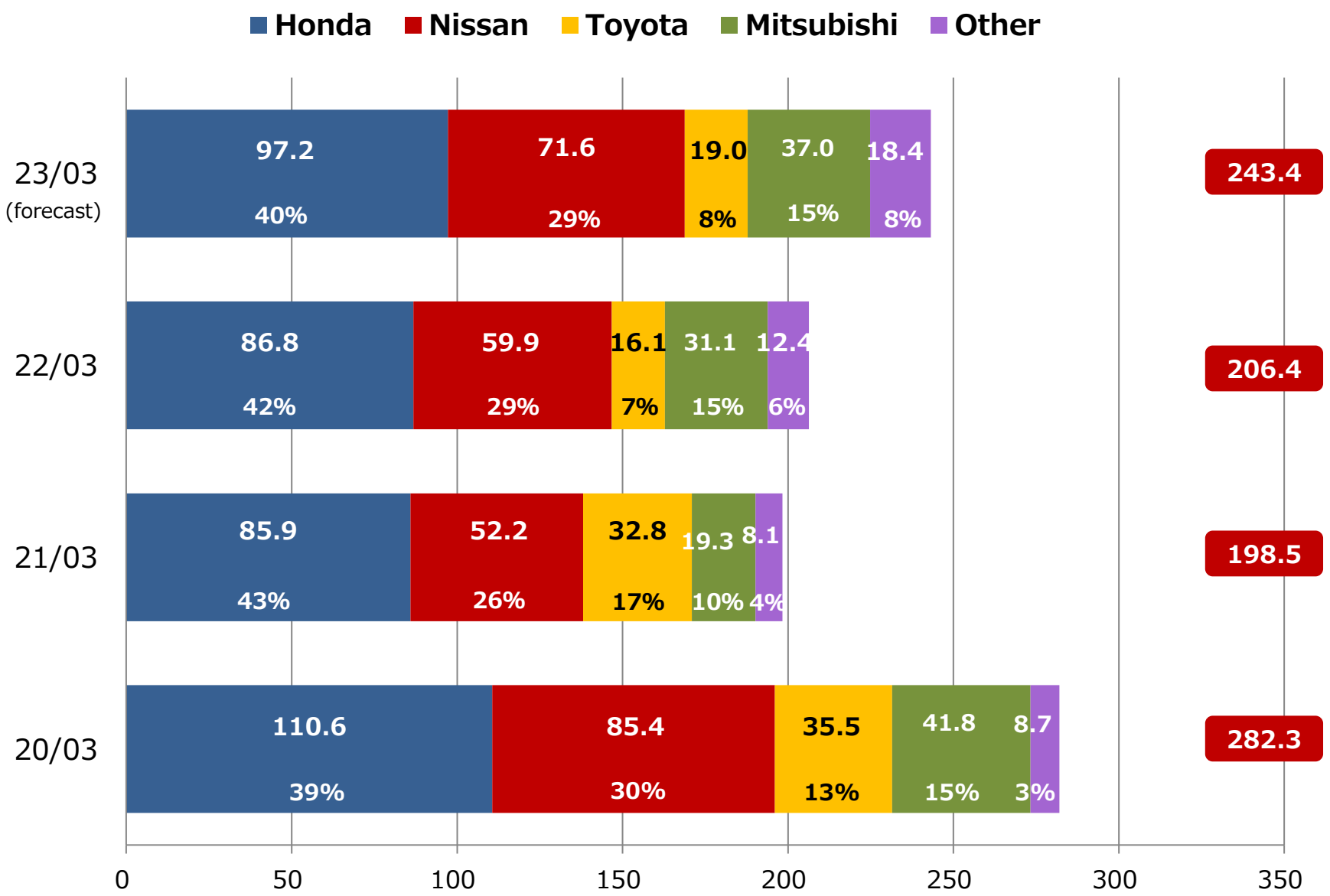
(Unit: yen)

	20/03	21/03	22/03	23/03
USD	109.13	105.79	112.06	135.07
MXN	5.65	5.02	5.38	6.50
EUR	121.27	123.22	130.54	140.86
RMB	15.86	15.41	16.94	19.42

Net Sales by Customer (Consolidated)

TACHI-S

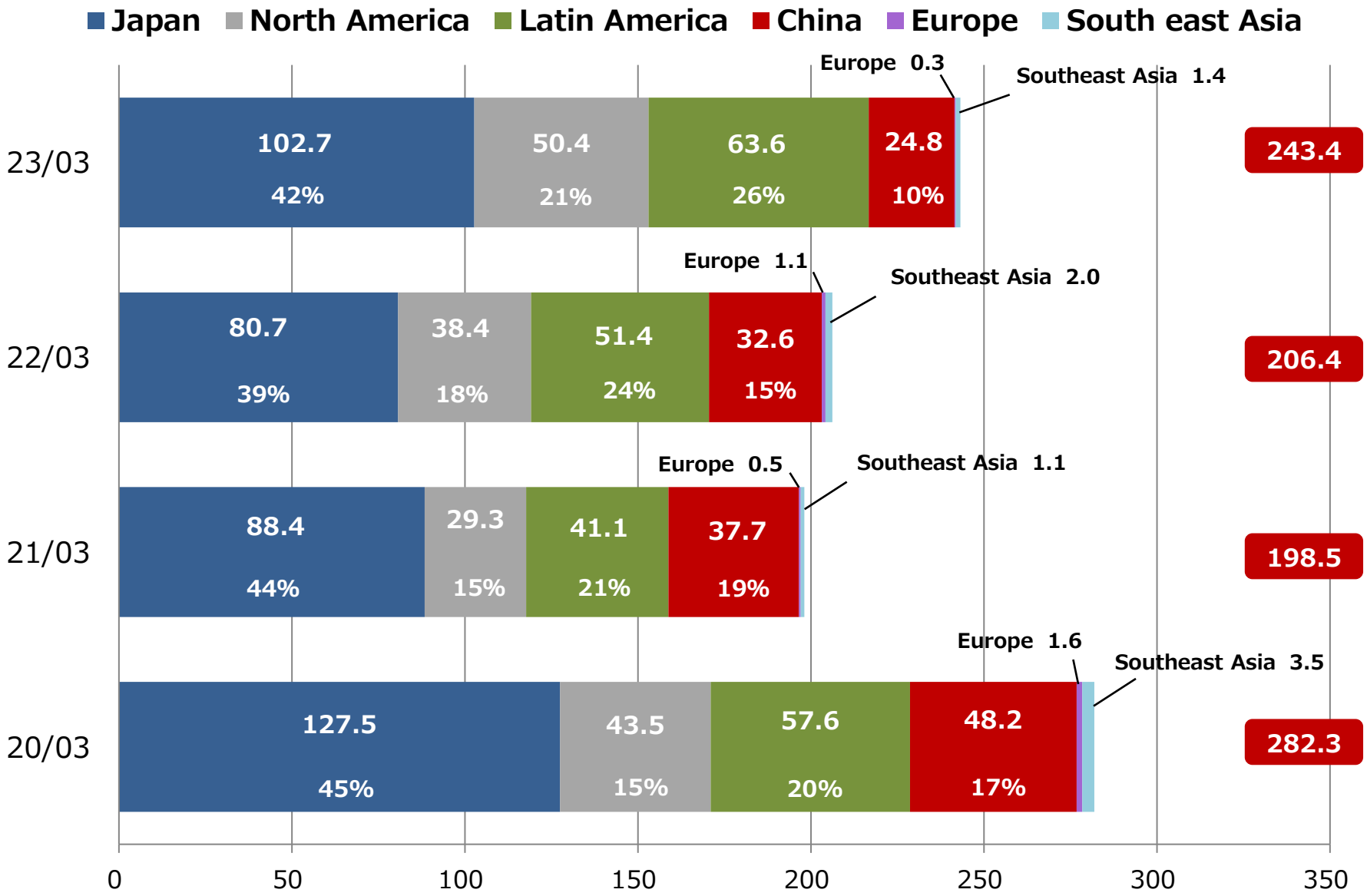
(Unit: billion yen)



Net Sales by Region (Consolidated)

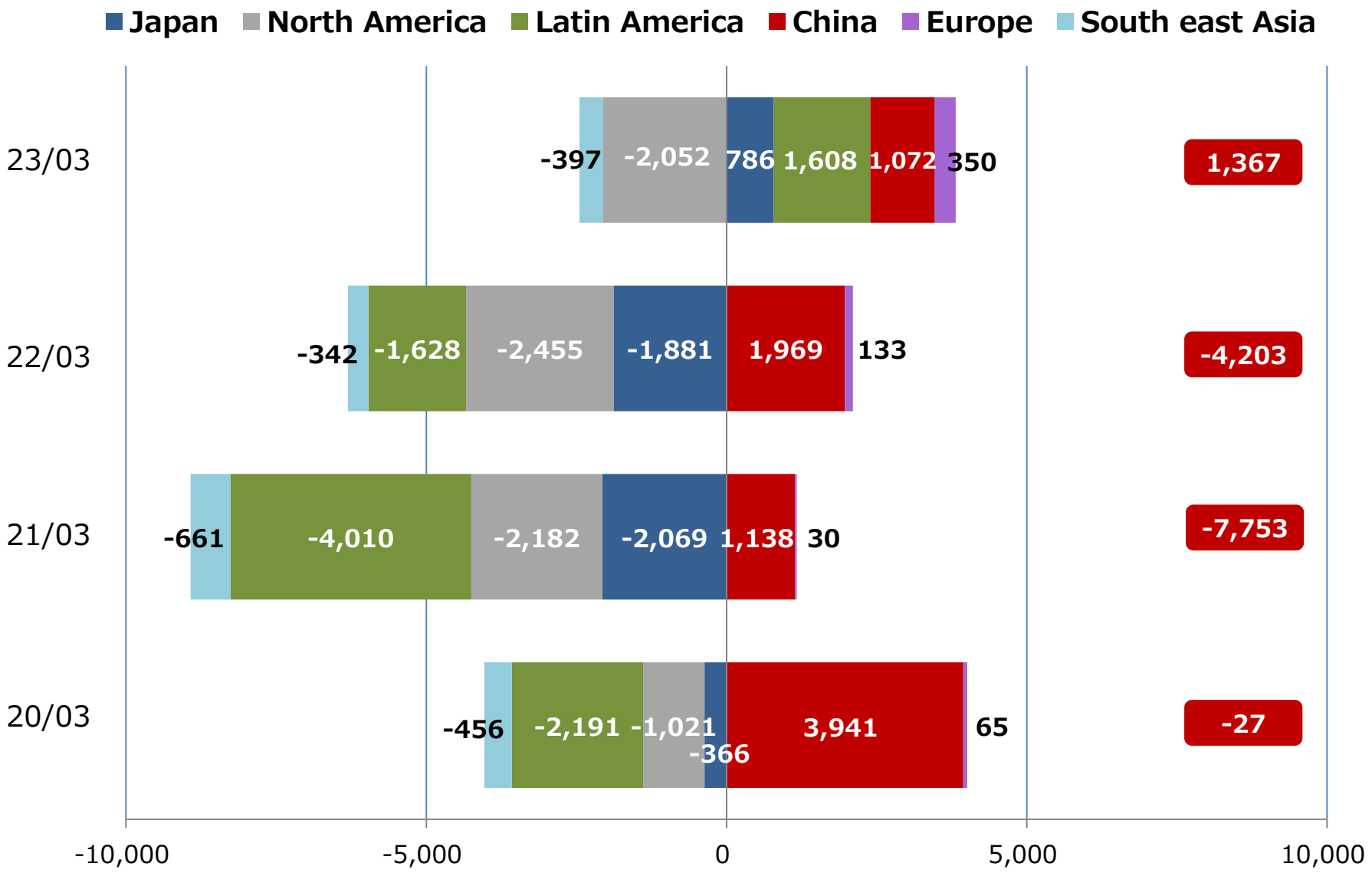
TACHI-S

(Unit: billion yen)



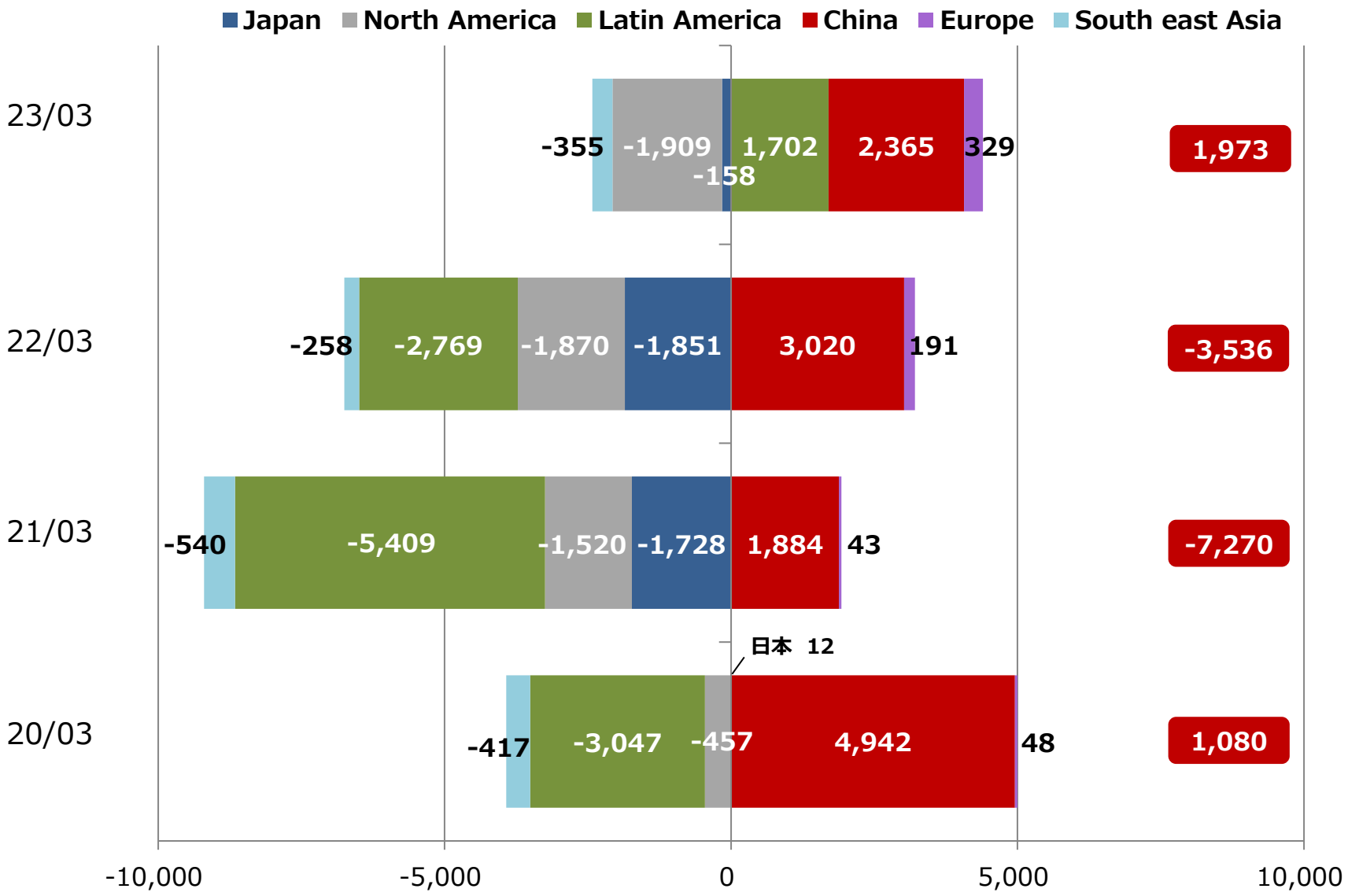
Operating Income by Region
(Consolidated)

(Unit: million yen)



Operating Income by Region
(Consolidated)

(Unit: million yen)



Domestic Business Sites

TACHI-S

As of the end of March 31, 2023

Business site	Established	Location	Business Contents	Major Customers
Head Office **Technical Monozukuri Center**	April, 1954 ※TTMC:April, 2012	Ome-shi, Tokyo	Sales, Purchasing, R&D, Production, Testing, Quality assurance etc..	
Technical Center Aichi	August, 1999	Anjo-shi, Aichi	Sales, Purchasing, R&D	
Aichi Plant	April, 1977	Anjo-shi, Aichi	Manufacturing of automotive seats and parts	TOYOTA, Mitsubishi, TOYOTA BOSHOKU
Musashi Plant	January, 1980	Iruma-shi, Saitama	Manufacturing of automotive seats and parts	HONDA
Ome Plant	April, 1969	Ome-shi, Tokyo	Prototype Manufacturing of automotive seats and parts	Hino, TOYOTA BOSHOKU, UD Trucks, TOYOTA MOTOR EAST JAPAN
Tochigi Plant	February, 1982	Shimotsuke-shi, Tochigi	Manufacturing of automotive seats and parts	NISSAN, NHK Spring, Hino
Suzuka Plant	October, 1984	Suzuka-shi, Mie	Manufacturing of automotive seats	HONDA

TACHI-S Group Companies (Japan)

Company	Established	Location	Business Contents	Equity participation	Capital	Major Customers	Scope of consolidation
TF-METAL Co., Ltd.	May, 2017	Kosai-shi, Shizuoka	R&D/manufacturing/sales of automotive seat parts	100.0%	50 million yen	TACHI-S, ADIENT, SUZUKI	1
Nui Tec Corporation	July, 2006	Ome-shi, Tokyo	Manufacturing of automotive seats and trim covers	100.0%	325 million yen	TACHI-S, TOYOTA BOSHOKU TOHOKU	1
TACHI-S H&P Co., Ltd.	April, 1961	Ome-shi, Tokyo	Manufacturing/sales of springs, automotive seat parts and medical beds	100.0%	40 million yen	TACHI-S, TF-METAL and other non automotive manufacturers	1
Kinryo Kogyo Co.,Ltd.	February, 1976	Miyako-gun, Fukuoka	Manufacturing/sales of automotive seats and parts	25.0%	100 million yen	TACHI-S, ADIENT	2
TF-METAL Iwata Co., Ltd.	October, 1986	Iwata-shi, Shizuoka	Manufacturing/sales of automotive seat parts	(100.0%)	15 million yen	TF-METAL, NHK Spring	1
TF-METAL Kyushu Co., Ltd.	July, 1985	Nakatsu-shi, Oita	Manufacturing/sales of automotive seat parts	(100.0%)	10 million yen	TF-METAL, FujiKiko	1
TF-METAL Higashi Mikawa Co., Ltd.	October, 1986	Shinshiro-shi, Aichi	Manufacturing of automotive seat parts	(100.0%)	10 million yen	TF-METAL	1

1. **Consolidated subsidiary** **6 Companies**
2. **Consolidated affiliate** **1 Company**

TACHI-S Group Companies
(North America)

Company	Established	Location	Business Contents	Equity participation	Capital	Major Customers	Scope of consolidation
TACHI-S Engineering U.S.A., Inc.	July, 1986	Michigan, U.S.A .	Sales/R&D/business administration in North America	100.0%	43 million USD		1
TF-METAL Americas Corporation	July, 2000	Michigan, U.S.A .	Business administration/R&D in Americas	*(100.0%)	0 million USD		1
SETEX, Inc.	September, 1987	Ohio, U.S.A.	Manufacturing/sales of automotive seats	*(51.0%)	5 million USD	HONDA (U.S.A.), ADIENT	1
TACHI-S Automotive Seating U.S.A., LLC	December, 2005	Tennessee, U.S.A.	Manufacturing/sales of automotive seats	*(100.0%)	22 million USD	NISSAN (U.S.A.)	1
TechnoTrim, Inc.	November, 1986	Michigan, U.S.A .	Manufacturing/sales of automotive seat trim parts	*(49.0%)	0 million USD	Major automotive seat manufacturers in North America including TACHI-S group companies	2
TF-METAL U.S.A., LLC	March, 2004	Kentucky, U.S.A.	Manufacturing/sales of automotive seat parts	*(100.0%)	10 million USD	TAS-U.S.A., TACHI-S Mexico, ADIENT	1
TACHI-S Canada, Ltd.	September, 2004	Nova Scotia, Canada	Business administration in Canada	*(100.0%)	12 million CAD		1

* (including subsidiaries' equity)

1. Consolidated subsidiary **6 Companies**

2. Consolidated affiliate **1 Company**

TACHI-S Group Companies
(Latin America / Europe)

Company	Established	Location	Business Contents	Equity participation	Capital	Major Customers	Scope of consolidation
TACHI-S Engineering Latin America, S.A. de C.V.	May, 2012	Aguascalientes, Mexico	R&D/business administration in Latin America	*(100.0%)	2,184 million MXN		1
Industria de Asiento Superior, S.A. de C.V. (TACHI-S Mexico)	April, 1991	Aguascalientes, Mexico	Manufacturing/sales of automotive seats and seat parts	*(100.0%)	26 million USD	NISSAN (Mexico)	1
SETEX Automotive Mexico, S. A. de C. V.	September, 2012	Guanajuato, Mexico	Manufacturing/sales of automotive seats	*(95.0%)	24 million USD	HONDA (Mexico)	1
TF-METAL Mexico, S.A. de C.V.	June, 2012	Aguascalientes, Mexico	Manufacturing/sales of automotive seat parts	*(100.0%)	27 million USD	TACHI-S Mexico, TF-METAL U.S.A., Faurecia	1
TACHI-S Brasil Industria de Assentos Automotivos Ltda.	August, 2012	Rio de Janeiro, Brazil	Manufacturing/sales of automotive seats	*(100.0%)	275 million BRL	NISSAN (Brazil)	1
TACHI-S Engineering Europe S.A.R.L.	October, 2004	Meudon-La-Forêt, France	Sales/R&D in Europe, manufacturing/sales of automotive seat parts	100.0%	23 million EUR	ADIENT, Magna, NISSAN (Spain)	1

1. **Consolidated subsidiary** **6 Companies**

* (including subsidiaries' equity)

TACHI-S Group Companies (China-1)

Company	Established	Location	Business Contents	Equity participation	Capital	Major Customers	Scope of consolidation
TACHI-S China Co., Ltd.	October, 2011	Guangdong, China	Sales/R&D/business administration in China	100.0%	259 million RMB		1
TACHI-S Engineering Zhengzhou Co., Ltd.	December, 2015	Henan, China	R&D in China	*(100.0%)	75 million RMB		3
TACLE Guangzhou Automotive Seat Co., Ltd.	November, 2004	Guangdong, China	Manufacturing/sales of automotive seats	51.0%	66 million RMB	Dongfeng NISSAN	1
Hunan TACHI-S Automotive Seating Co., Ltd.	July, 2012	Hunan, China	Manufacturing/sales of automotive seats	*(51.0%)	40 million RMB	GAC Mitsubishi Motors	1
TACHI-S Lear DFM Automotive Seating (Xiangyang) Co., Ltd.	July, 2013	Hubei, China	Manufacturing/sales of automotive seats	*(51.0%)	30 million RMB	Dongfeng NISSAN	1
Zhengzhou Taixin Interior Co., Ltd.	July, 2001	Henan, China	Manufacturing/sales of automotive seats	50.0%	11 million RMB	Chery Automobile, Zhengzhou NISSAN	2
Wuhan Dongfeng TACHI-S Yanfeng Automotive Seating Co.,Ltd	June, 2008	Hubei, China	Manufacturing/sales of automotive seats	50.0%	43 million RMB	Dongfeng HONDA	1
Lear DFM TACHI-S Automotive Seating (Dalian) Co., Ltd.	August, 2013	Liaoning, China	Manufacturing/sales of automotive seats	*(49.0%)	50 million RMB	Dongfeng NISSAN	2
Zhengzhou Taizhixin Automotive Seating Co., Ltd.	June, 2019	Henan, China	Manufacturing/sales of automotive seats and seat parts	(49.0%)	90 million RMB		4

* (including subsidiaries' equity)

1. Consolidated subsidiary:/ 5 Companies **2. Consolidated affiliate 2 Companies** **3. Equity-method non-consolidated subsidiary 1 Company** **4. Unconsolidated affiliate 1 Company**

TACHI-S Group Companies (China-2)

Company	Established	Location	Business Contents	Equity participation	Capital	Major Customers	Scope of consolidation
Lear Dongshi TACHI-S Automotive Seating (Wuhan) Co., Ltd.	November, 2019	Hubei, China	Manufacturing/sales of automotive seats	*(34.0%)	50 million RMB	Dongfeng NISSAN	4
TACHI-S Trim Guangzhou Co., Ltd.	September, 2005	Guangdong, China	Manufacturing/sales of automotive seat trim parts	100.0%	38 million RMB	TACHI-S, TACLE Guangzhou	1
TACHI-S Trim Wuhan Co., Ltd.	October, 2013	Hubei, China	Manufacturing/sales of automotive seat trim parts	*(100.0%)	35 million RMB	Wuhan TACHI-S, Lear DLT TACHI-S (Xiangyang)	1
TF-METAL Guangzhou Co., Ltd.	January, 2005	Guangdong, China	Manufacturing/sales of automotive seat parts	*(85.0%)	40 million RMB	TACLE Guangzhou, TF-METAL	1

1. **Consolidated subsidiary** **3 Companies**
4. **Unconsolidated affiliate** **1 Companies**

* (including subsidiaries' equity)

TACHI-S Group Companies (Southeast Asia)

Company	Established	Location	Business Contents	Equity participation	Capital	Major Customers	Scope of consolidation
TACHI-S （Thailand） Co., Ltd.	September, 2011	Bangkok, Thailand	Business administration in Southeast Asia and India	100.0%	771 million THB		1
TACHI-S Automotive Seating （Thailand） Co., Ltd.	April, 2010	Bangkok, Thailand	Manufacturing/sales of automotive seats and seat parts	100.0%	153 million THB	NISSAN (Thailand) Mitsubishi (Thailand)	1
TACHI-S Engineering Vietnam Co., Ltd.	January, 2013	Ho Chi Minh, Vietnam	R&D in Vietnam	100.0%	31,026 million VND		2
Uno Minda TACHI-S Seating Private Limited	October, 2022	Delhi, India	Manufacturing/sales of automotive seat parts	49.0%	132 million INR		4
APM TACHI-S Seating Systems Vietnam Co., Ltd.	November, 2016	Da Nang, Vietnam	Manufacturing/sales of automotive seats	*(51.0%)	56,567 million VND		2
APM TACHI-S Seating Systems Sdn. Bhd.	February, 2013	Selangor, Malaysia	Manufacturing/sales of automotive seats	*(49.0%)	5 million MYR		4

1. Consolidated subsidiary **2 Companies** **2. Unconsolidated subsidiary** **2 Companies** **4. Unconsolidated affiliate** **2 Companies**

* （including subsidiaries' equity）