

# FY2018 Second Quarter Financial Result



From April 1, 2018 through September 30, 2018

**TACHI-S CO.,LTD.**  
November 8, 2018



At the 45<sup>th</sup> Tokyo Motor Show 2017  
Concept X-3 "Driver's Sofa"

**FY2018 2Q Financial Result**

**FY2018 Financial Forecast**

**Capital Expenditures**

**Dividend**

**FY2018 2Q Financial Result**

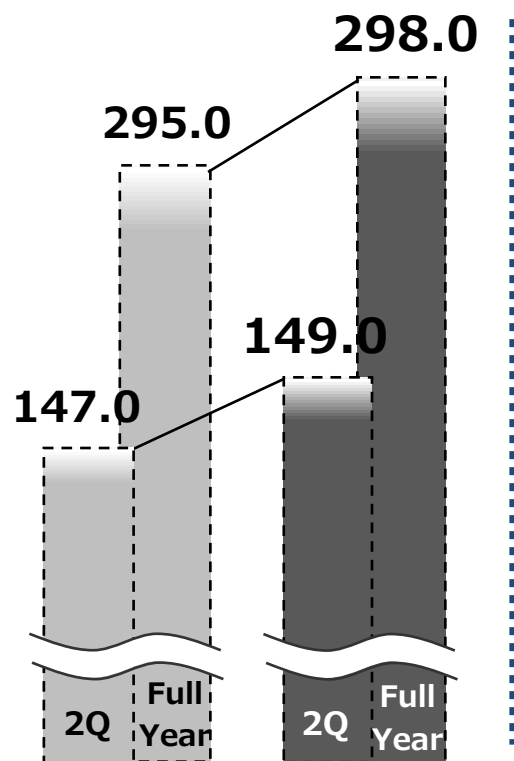
FY2018 Financial Forecast

Capital Expenditures

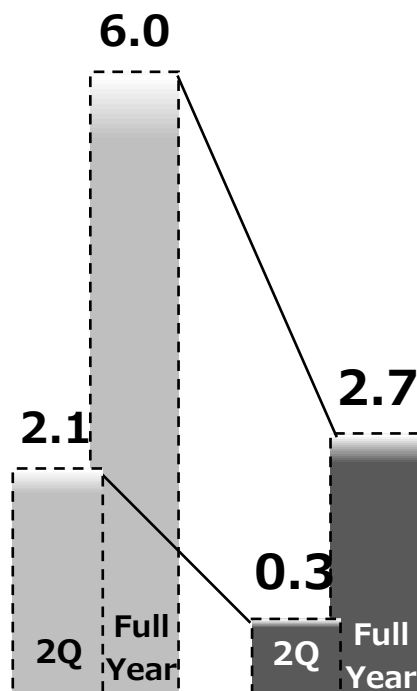
Dividend

## Revised our forecast of financial results that were released on May 14, 2018 (released on Sep. 27, 2018)

### Net Sales



### Net Income\*



### Reasons for revision

Regarding the forecasts for the second quarter (cumulative) for the fiscal year ending March 31, 2019, our sales have been essentially in line with plan. In terms of profits, foreign exchange losses are expected to occur as a result of currency depreciation in emerging countries in Latin America.

In addition, although we anticipate an increase in revenue mainly for the domestic market, the forecast for the second quarter (cumulative) and full year have been revised as it is expected to be lower than the previous one by reasons such as shutdown of customer facilities due to flooding in the Latin America and foreign exchange losses.

Previous forecast  
(released  
May 14, 2018)

Revised forecast  
(released  
Sep. 27, 2018)

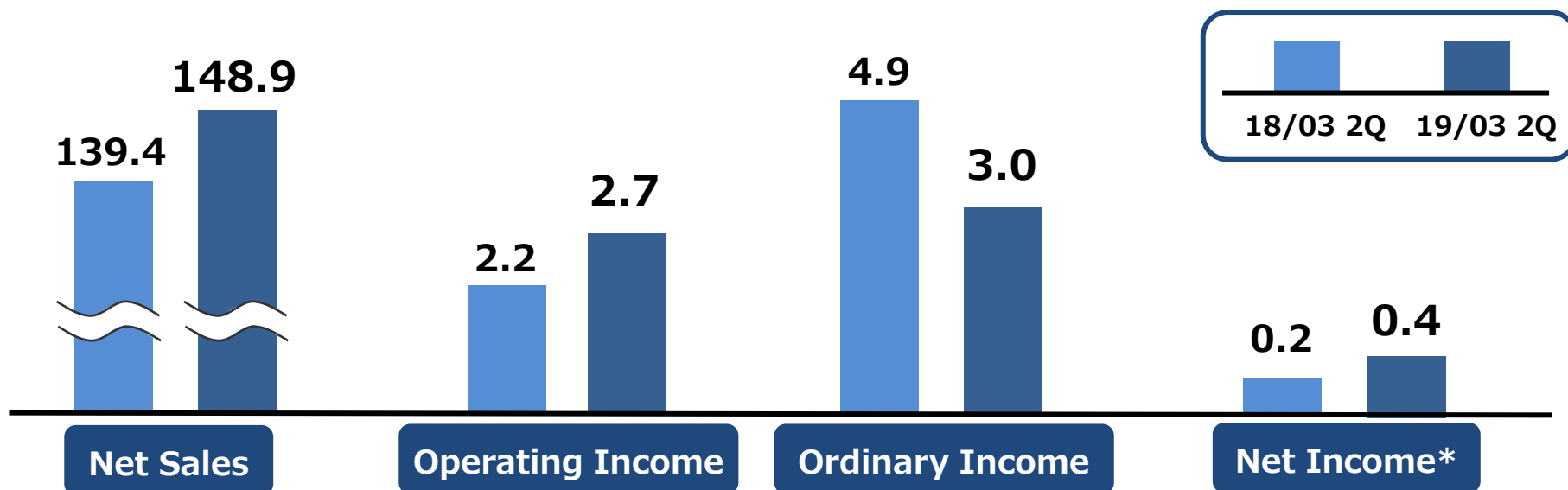
Unit: billion yen (Amounts are rounded down)

\* Net income attributable to TACHI-S CO., LTD.

vs. previous year

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

	2018/03 2Q	2019/03 2Q	Change	Change(%)
Net Sales	139.4	<b>148.9</b>	+ 9.4	+6.8
Operating Income	2.2	<b>2.7</b>	+0.5	+22.9
Ordinary Income	4.9	<b>3.0</b>	-1.8	-38.3
Net Income*	0.2	<b>0.4</b>	+ 0.2	+80.7

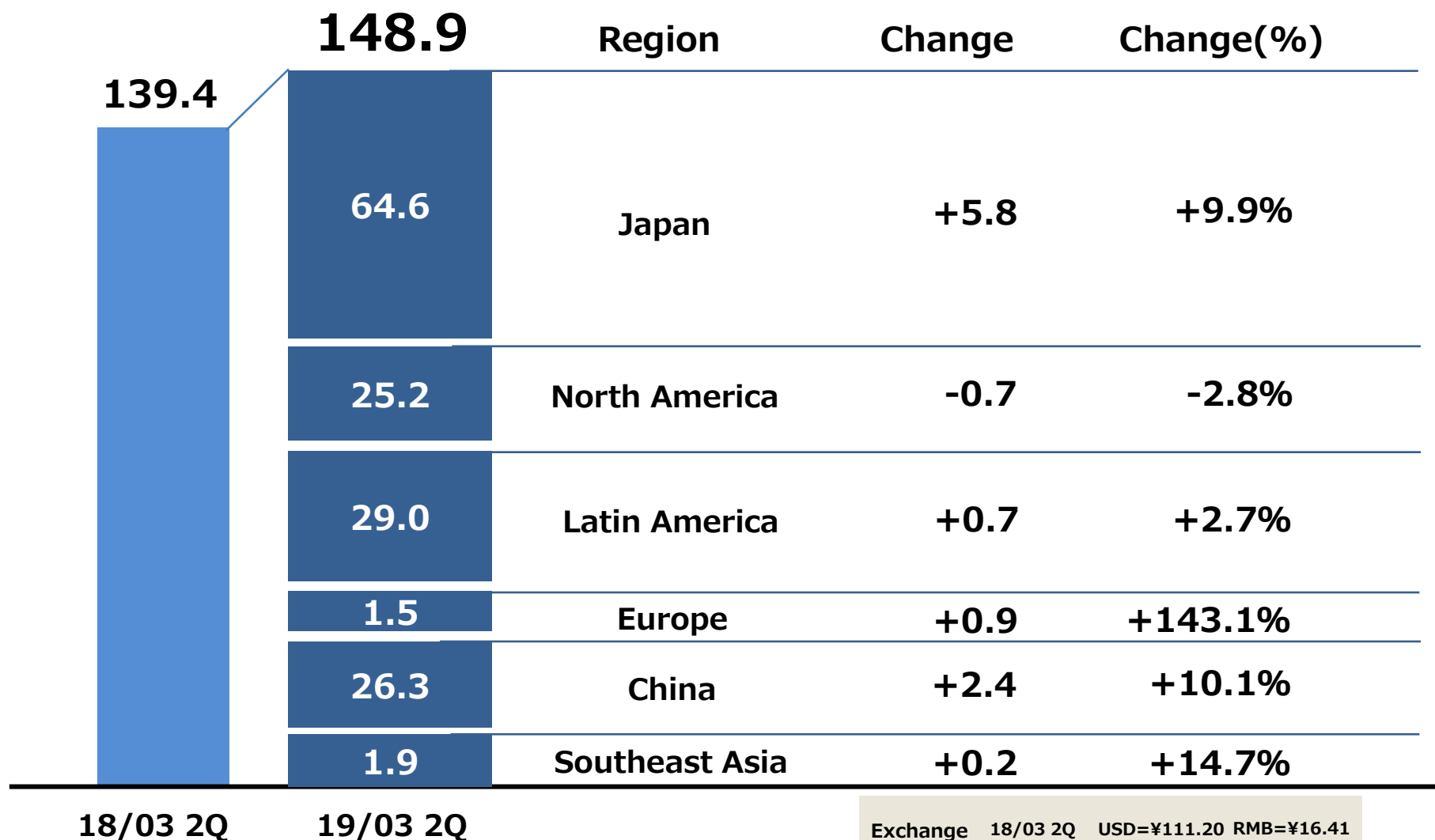


# Analysis of Increase / Decrease (Consolidated)

vs. previous year

## Net Sales

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



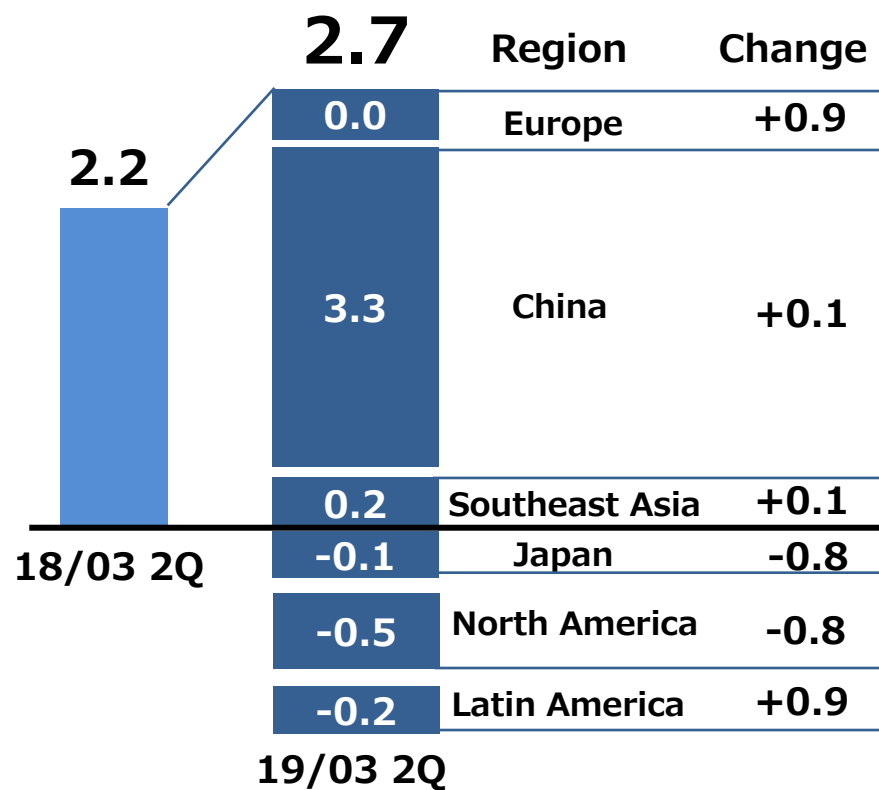
Exchange Rate    18/03 2Q    USD=¥111.20    RMB=¥16.41  
                              19/03 2Q    USD=¥109.48    RMB=¥17.11

# Analysis of Increase / Decrease (Consolidated)

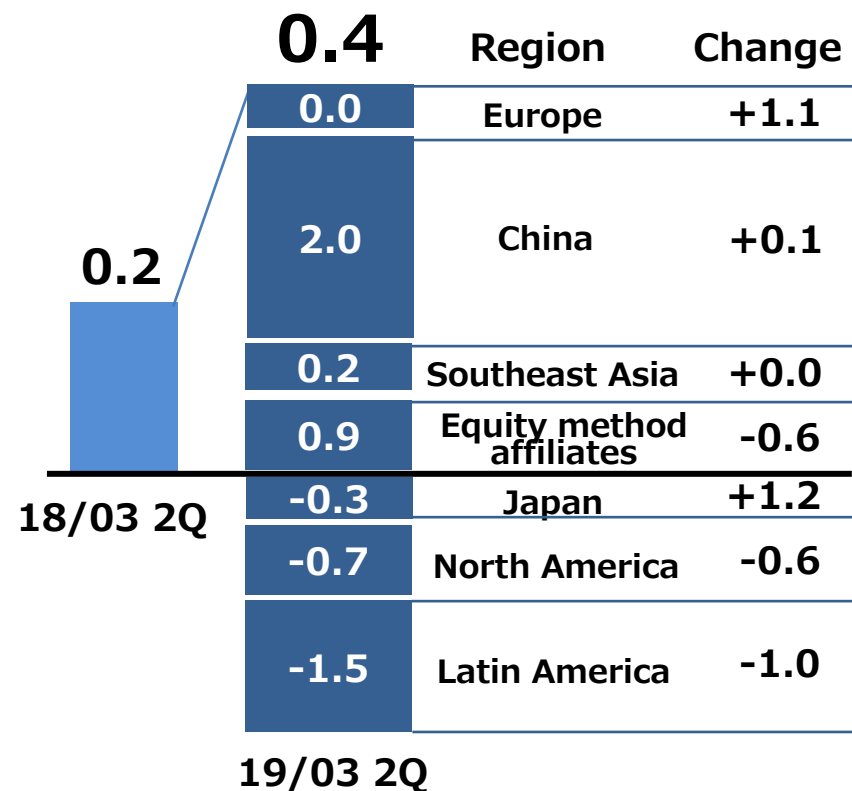
vs. previous year

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

## Operating Income



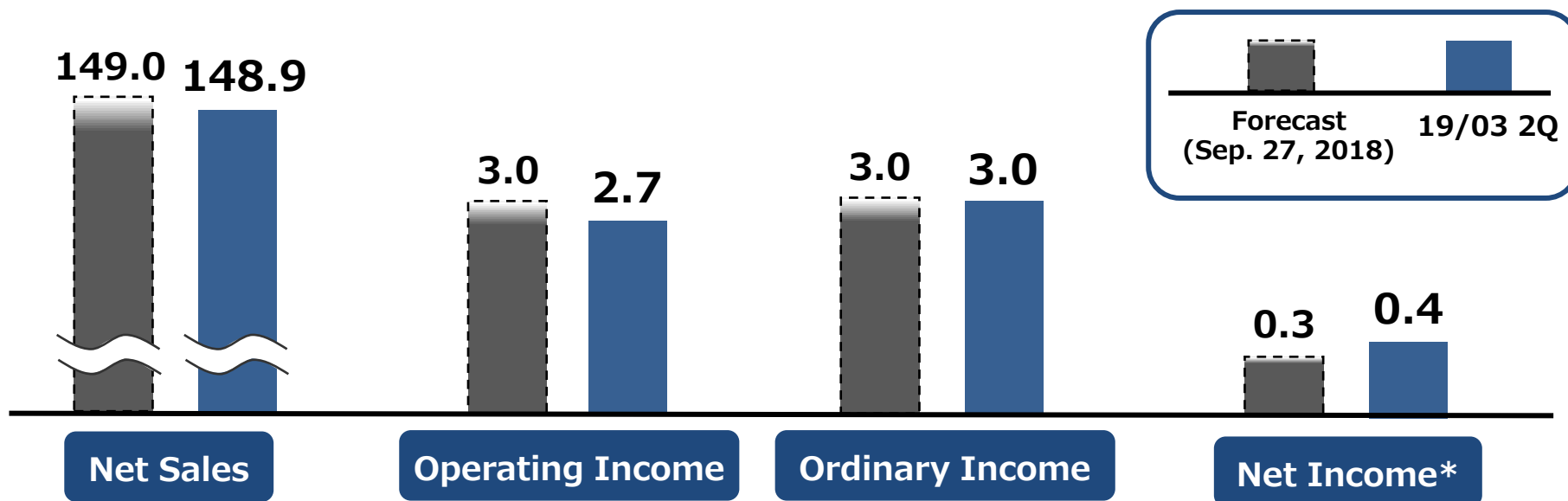
## Net Income\*



vs. previous forecast

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

	Forecast released on Sep 27, 2018	2019/03 2Q	Change	Change(%)
Net Sales	149.0	<b>148.9</b>	-0.0	-0.0
Operating Income	3.0	<b>2.7</b>	-0.2	-8.0
Ordinary Income	3.0	<b>3.0</b>	+0.0	+2.1
Net Income*	0.3	<b>0.4</b>	+0.1	+53.5





# Topics

## New Models/Model Changes in FY2018

	2018年												2019年		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Japan					● N-VAN					●					
China			● TERRA(FRM)				● EMGRAND(PHEV)			●					
			● EMGRAND(EV)				● Ruiqi 6				●				
					● X-TRAIL						●				
					● (Luxury SUV)										●
South east Asia					● TERRA(FRM)										

## Honda Motor N-VAN

**● Driver seats giving less strain**

- Use of a frame that is the same size as in passenger cars and enhancement of hip support
- Seamless fabric used for the right-hand side of the seat with a design adapted to frequent passenger entrances and exits to reduce strain

**● Passenger seats with a dive-down mechanism (helps to create flat space from the tailgate to the passenger seats)**

- Improves ease of storing large packages and expands luggage room
- Contributes to stability of loaded goods without any difference in level

**Dive-down mechanism :** This mechanism allows the instrument panel to slide under (dive down) the passenger seat. Not only the seat back, but also the seat itself and the leg area move together to provide wide and flat loading space.

Start of production: May, 2018  
Production sites: Suzuka Plant (Japan)



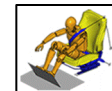
**N-VAN was selected for the GOOD DESIGN BEST 100!!**

\*The Good Design Award is an award given to services and products that pass a screening of all of the designs entered. The GOOD DESIGN BEST 100 is awarded to the top 100 products and services that won a Good Design Award.



## Global R&D sites

Testing function  
※CAE: Analysis



Sled machine

Europe  
(France)

China  
(Guangzhou,  
Zhengzhou,  
Zhejiang )

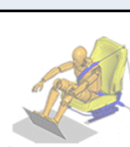
North America  
(USA)

Promote localization

Promote localization



Introduced  
in Jul 2018



Introduced  
in May 2008



Introduced  
in Oct 2017

Southeast Asia  
(Thailand)

Vietnam

※CAE

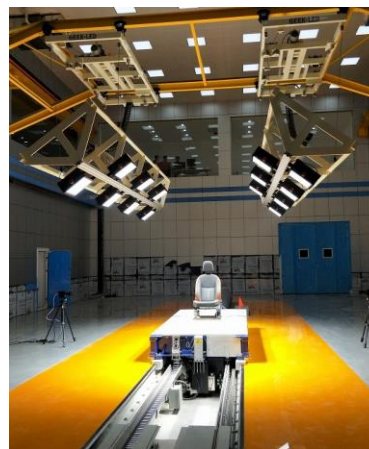
Japan  
(Tokyo, Aichi)

Latin America  
(Mexico)

By conducting testing in 3 sites, we will build a foundation of a global system for on-demand development, and respond to customer's requests in a timely manner



TACHI-S Engineering Zhengzhou Co., Ltd. introduced a sled machine (collision testing machine) for the first time among our group companies in the China region (Jul 2018)



- Zhengzhou as our **strategic priority area** and will continue developing it as our Monozukuri center for the TACHI-S China region.
- This was **the third sled machine** introduced to our group companies following Japan and Mexico.



## TACHI-S Engineering Zhengzhou Co., Ltd.

Location : Zhengzhou, Henan, China  
Establishment : December, 2015  
Start of operation : May, 2016  
Business description : R&D in China

# Overseas business continues to show steady growth

Commemorative events for employees held ahead of the 30th anniversary since establishment

## SETEX, Inc.



Location

:Ohio, U.S.A

Established

:September, 1987

Business Contents

:Manufacturing/sales of automotive seats for HONDA(U.S.A)

**SEPTEMBER 6<sup>TH</sup>**  
ICE CREAM SOCIAL - ENJOY SOME ICE CREAM DURING BREAK.

**SEPTEMBER 27<sup>TH</sup>**  
30 YEAR ANNIVERSARY CELEBRATION COOKOUT (MENU WILL BE ANNOUNCED SOON)

**SEPTEMBER**  
IN CELEBRATION OF OUR 30 YEAR ANNIVERSARY, ALL SETEX EMPLOYEES WILL RECEIVE A SOFT SHELL BLACK JACKET WITH THE SETEX LOGO.

Setex started production in May of 1988

We have 10 Team Members who started in 1988 that still work at Setex.

Thanks to all Team Members for 30 great years!



- Established as the first manufacturing sites in North America
- Achieved the cumulative production volume of 5 million car sets in 2012
- Corporate Citizen Award received from customer for community-oriented initiatives that gave back to the society

Award ceremony held to mark the 10th anniversary since establishment



## Wuhan TACHI-S Adient Automotive Seat Co., Ltd.

Location

:Hubei, Wuhan, China

Established

:June, 2008

Business Contents

:Manufacturing/sales of automotive seats for Dongfeng HONDA

Award ceremony held to mark the 5th anniversary since establishment  
Achieved the cumulative production volume of 600 thousand car sets \*



## Lear DFM TACHI-S Automotive Seating (Dalian) Co., Ltd.

Location

:Liaoning, Dalian, China

Established

:August, 2013

Business Contents

:Manufacturing/sales of automotive seats for Dongfeng NISSAN

\*October, 2014(Start of production) ~September, 2018



**US market survey: High rating received in seat quality and customer satisfaction survey**



## ■ MITSUBISHI Outlander Sports (Japanese version of RVR)

Production sites: Aichi Plant (Japan)

## ■ HONDA Clarity

Production sites:  
Musashi Plant (Japan)



## ■ NISSAN Maxima

Production sites: TACHI-S  
Automotive Seating USA (USA)

Zhengzhou Dongfeng Lear Taixin Automotive Seating Co., Ltd. (China) received a quality award for the second straight year from customer

Received Nissan Global Supplier Award Global Quality Award from Dongfeng NISSAN for the second straight year



## Introduced Performance-Linked Stock Compensation System

### Purpose of the System

To enhance the Directors' and employees' awareness of contributing to improving the medium- to long-term performance and growth of our corporate value by making clearer the link between compensation for Directors, employees and the Company's performance and stock value, and by having the Directors and employees share profit and risks based on stock price fluctuations with shareholders.

### Outline of the System

Name	Trust for Delivery of Shares to Director, member of the board	Trust for Delivery of Shares to Employees
Target	<Director, member of the board > Excluding Outside Directors and non-Executive Directors	<Employees> •Executive Officers (excluding Director, member of the board who concurrently hold executive officer ) •VP (Senior Director) •Division Managers and Section Managers who meet certain criteria
Total number of shares to be acquired	47,600 shares	194,100 shares
Method of share acquisition	Acquisition through disposal of treasury shares	

※Please see below news released on Aug. 9, 2018 for the details

- Notice concerning the Decision on the Acquisition of Shares in the Performance-Linked Stock Compensation System
- Notice concerning the Disposal of Treasury Shares through Third-party Allotment due to Introduction of Performance-Linked Stock Compensation System



FY2018 2Q Financial Result

**FY2018 Financial Forecast**

Capital Expenditures

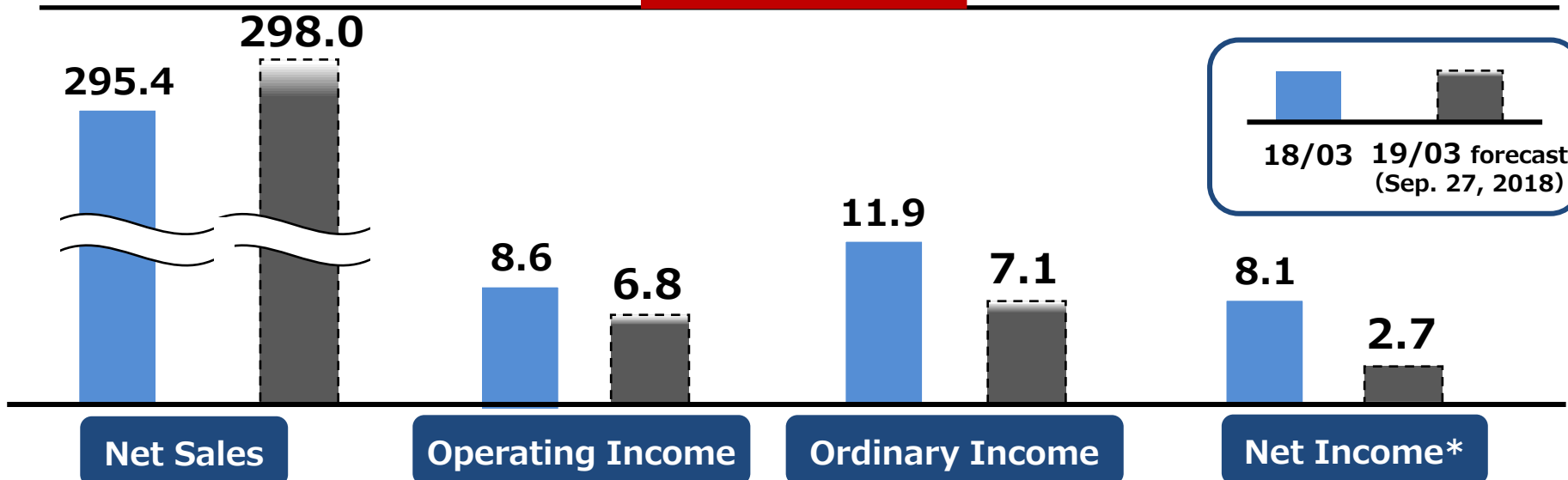
Dividend

# FY2018 Financial Forecast (Consolidated)

vs. previous year

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

	2018/03	2019/03 (Forecast released on Sep 27, 2018)	Change	Change(%)
Net Sales	295.4	<b>298.0</b>	+2.5	+0.9
Operating Income	8.6	<b>6.8</b>	-1.8	-21.5
Ordinary Income	11.9	<b>7.1</b>	-4.8	-40.5
Net Income*	8.1	<b>2.7</b>	-5.4	-67.0

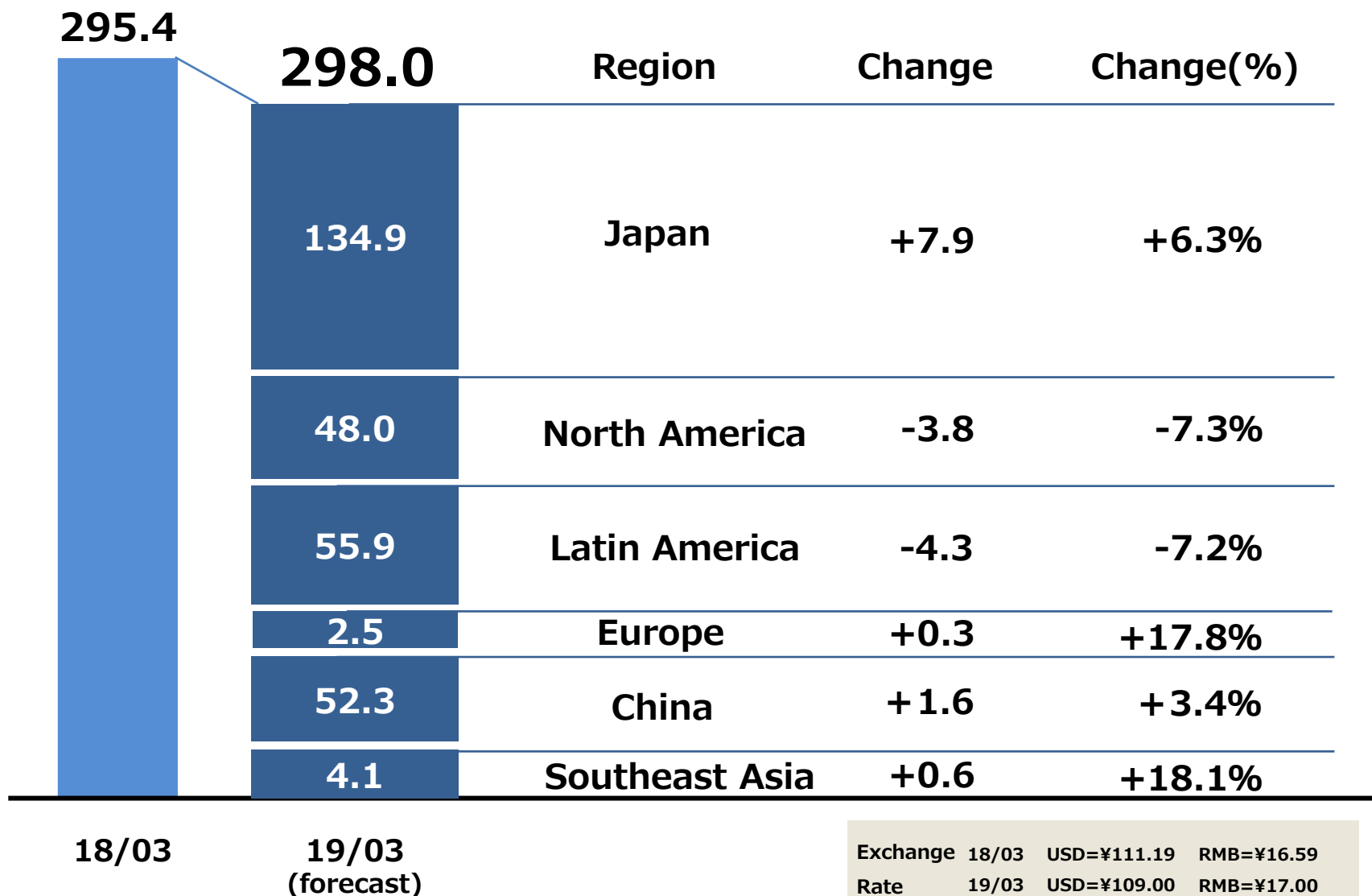


# Analysis of Increase / Decrease (Consolidated)

vs. previous year

## Net Sales

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

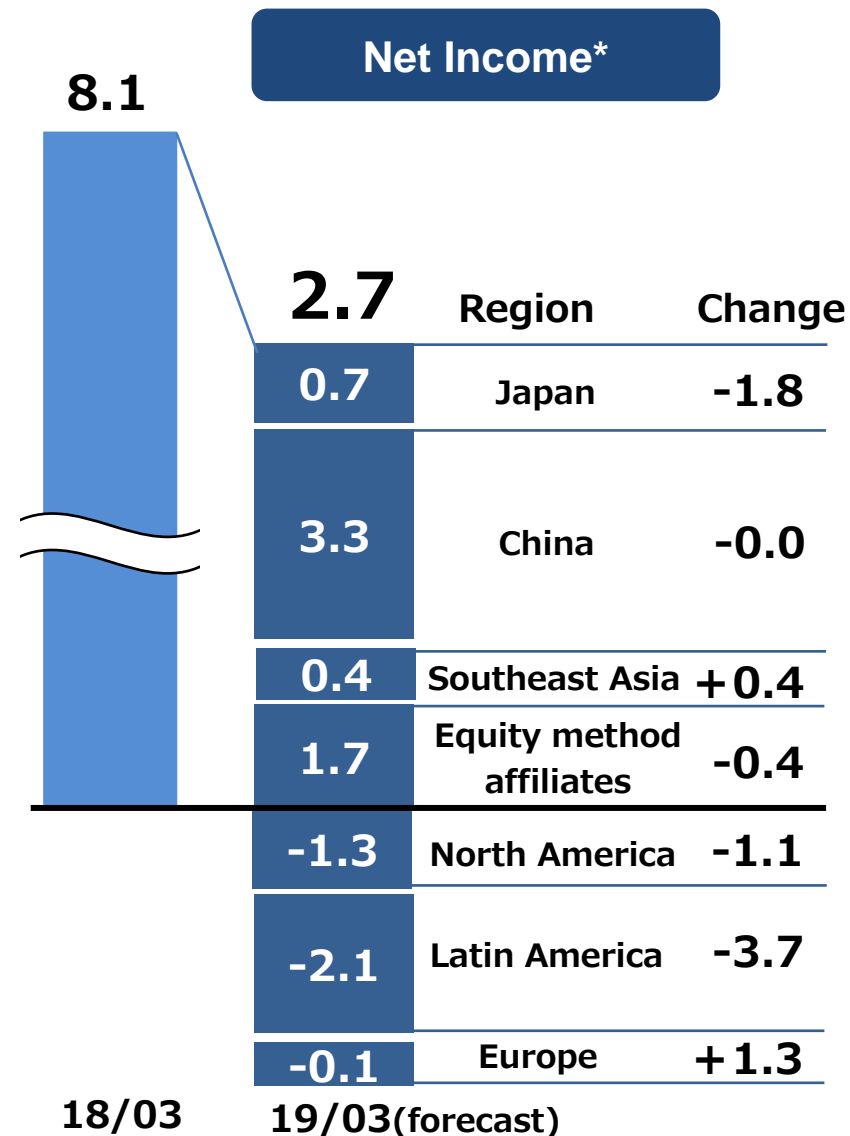
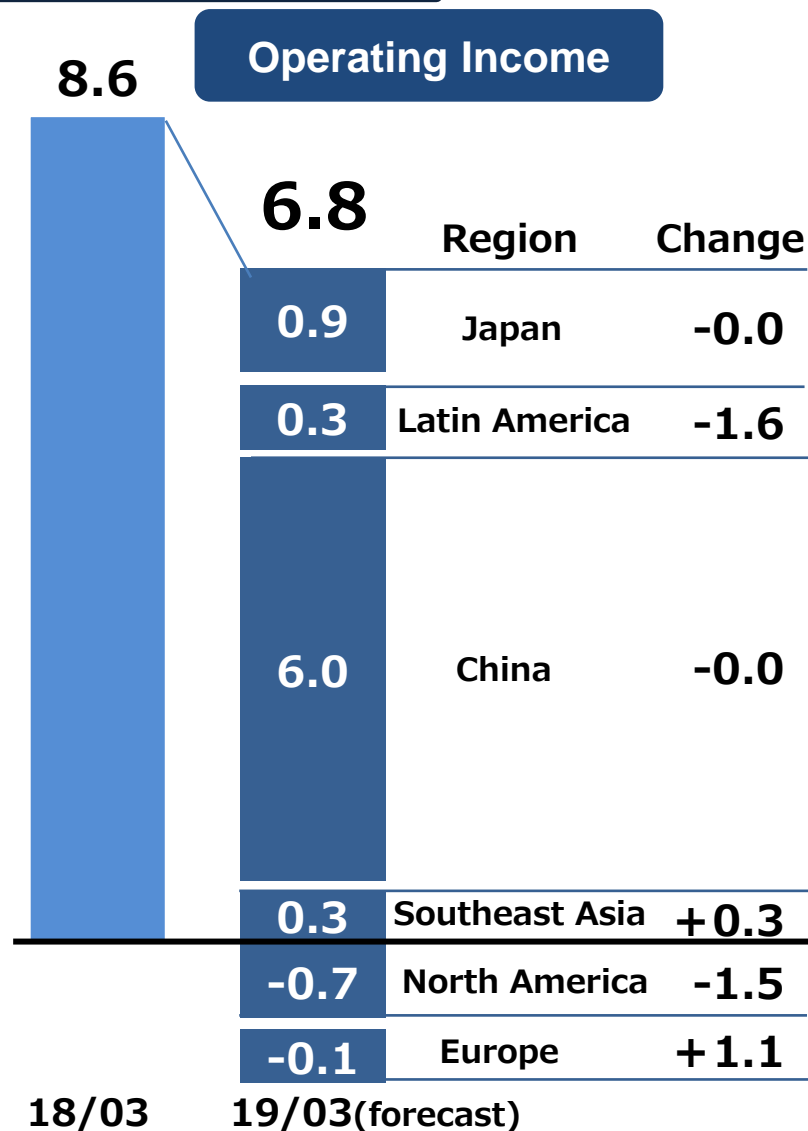


# Analysis of Increase / Decrease (Consolidated)

vs. previous year

(Unit: billion yen)

(Amounts are rounded down)



FY2018 2Q Financial Result

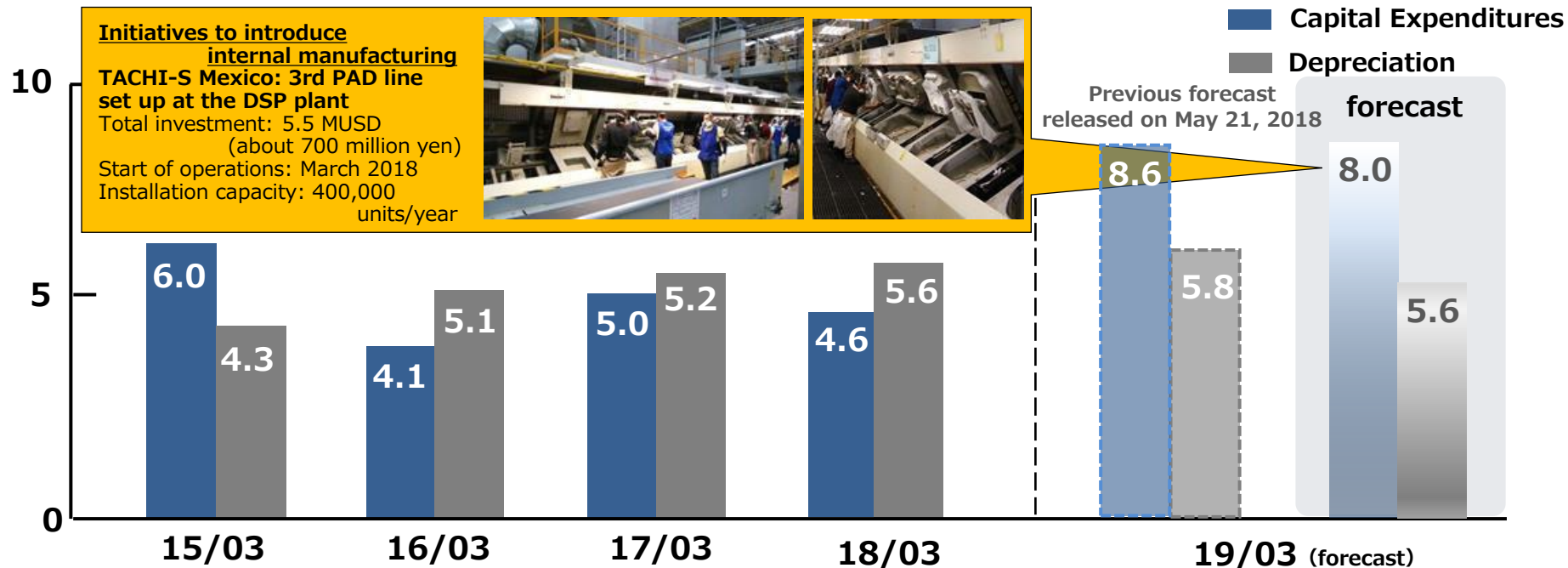
FY2018 Financial Forecast

**Capital Expenditures**

Dividend

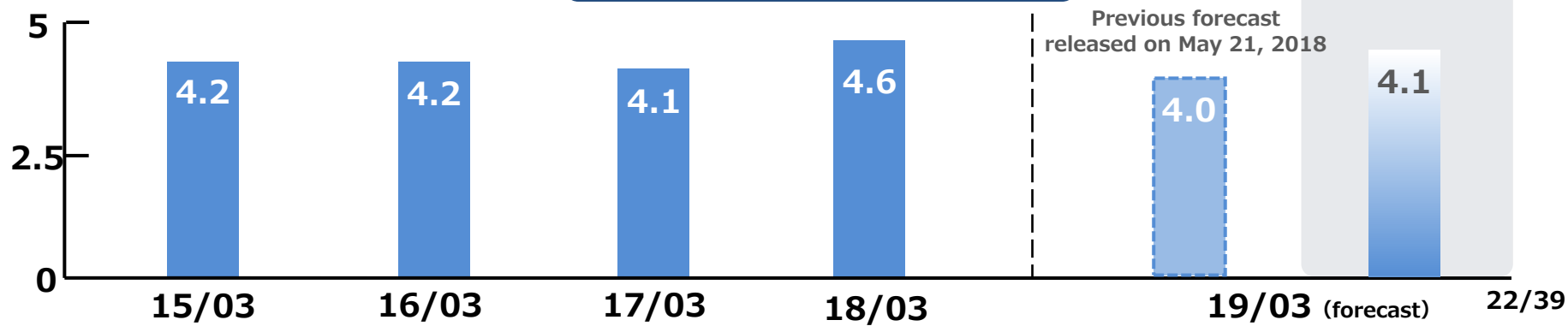
(Unit: billion yen)

## Capital Expenditures & Depreciation



(Unit: billion yen)

## R & D



FY2018 2Q Financial Result

FY2018 Financial Forecast

Capital Expenditures

**Dividend**

## TACHI-S changed its Dividend Policy in March, 2018

TACHI-S has long believed that returning profits by improving corporate value is an important management issue, and has made stable dividend payments under the current dividend policy.

We have decided to shift to a more proactive dividend policy that sets new goals for dividend payout ratios with the aim of clarifying our stance on returning profits, and will strive to further strengthen our management foundation.

### Dividend Policy

We believe that providing returns through ongoing improvements to corporate value is an important management issue, and have adopted a basic policy of maintaining stable dividends while at the same time augmenting shareholders' equity and improving profitability.

We primarily utilizes internal capital reserves for R&D and global business development, and endeavors to secure profit in the medium to long term and strengthen its financial structure.

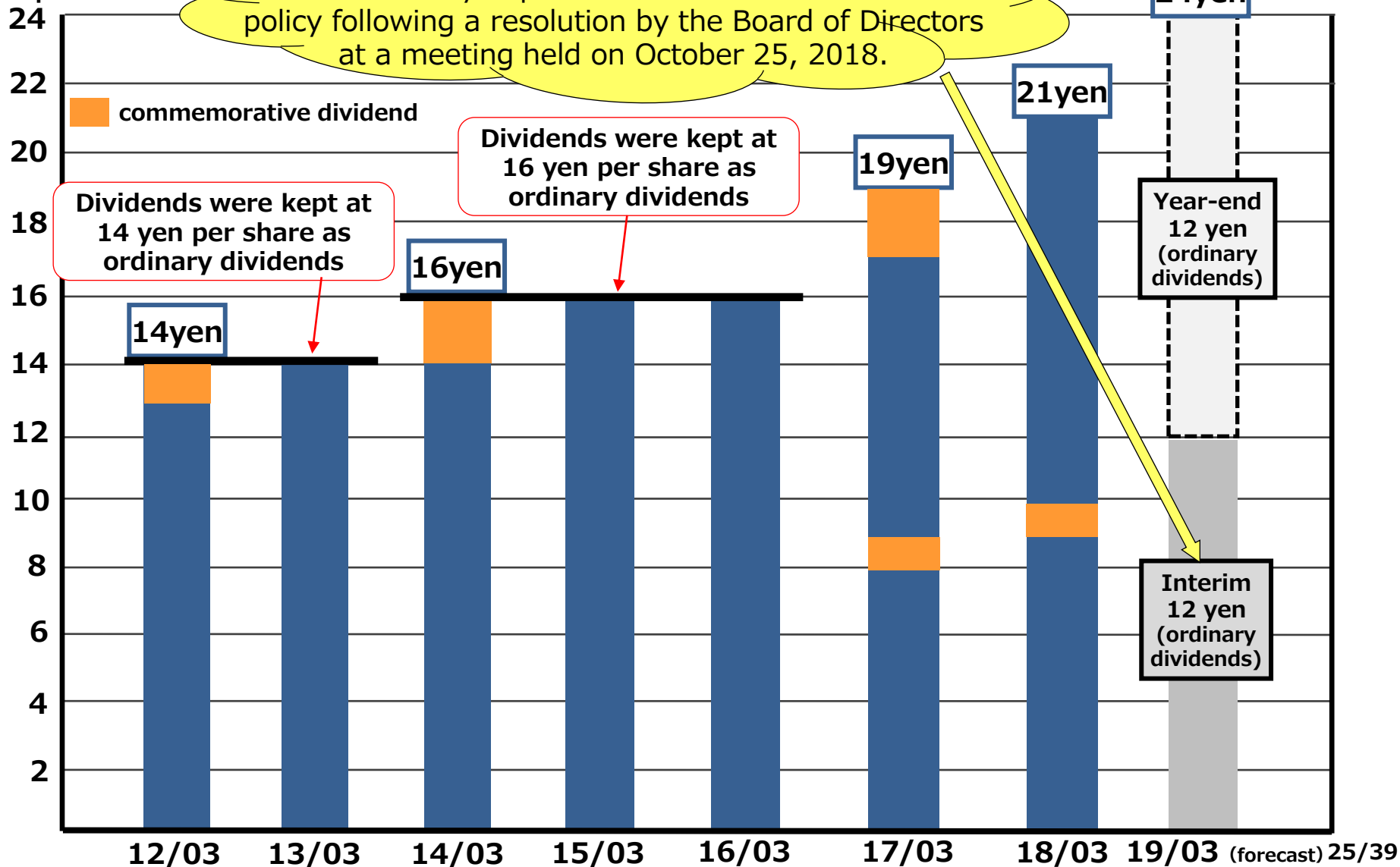
In the near term, we will gradually raise its dividend payout ratio, taking into account earnings, financial conditions, and the management environment in a comprehensive way, and has set a target of an approximately 20% dividend payout ratio in the medium term, on the premise that annual dividends per shareholder do not fall short of dividends in the previous year.

The Board of Directors decided to stipulate in the Articles of Incorporation that we can use retained earnings for dividends. We has set a basic policy of paying two dividends a year, namely an interim dividend and a year-end dividend.



During the current fiscal year, we declared an interim dividend of 12 yen per share in accordance with the policy following a resolution by the Board of Directors at a meeting held on October 25, 2018.

(Yen per share)



# Appendix

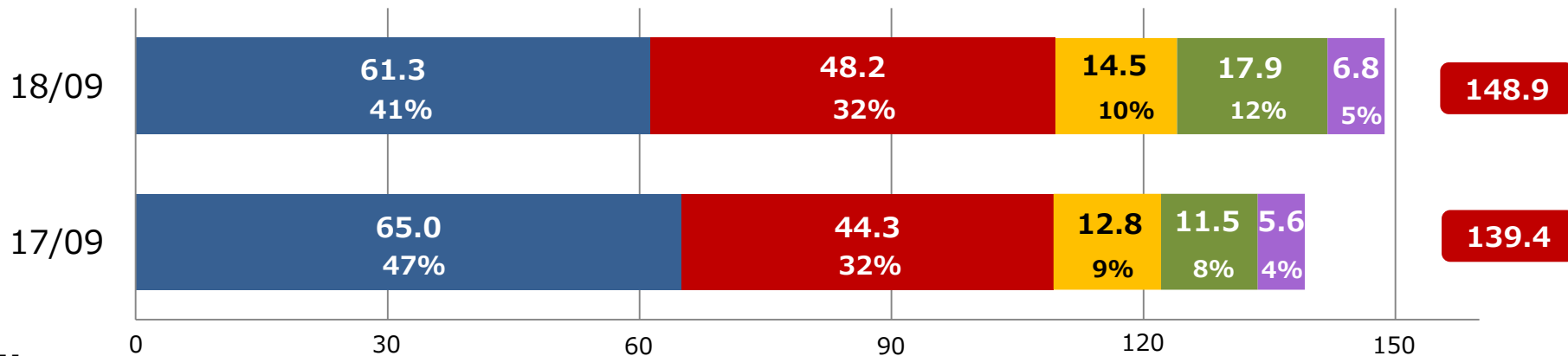
(Unit: yen)

	15/03	16/03	17/03	18/03	19/03 <sub>(forecast)</sub>
USD	109.19	120.78	108.76	111.19	109.00
MXN	7.96	7.69	5.95	5.94	5.70
EUR	139.38	132.75	119.34	129.36	129.50
RMB	17.09	19.28	16.54	16.59	17.00

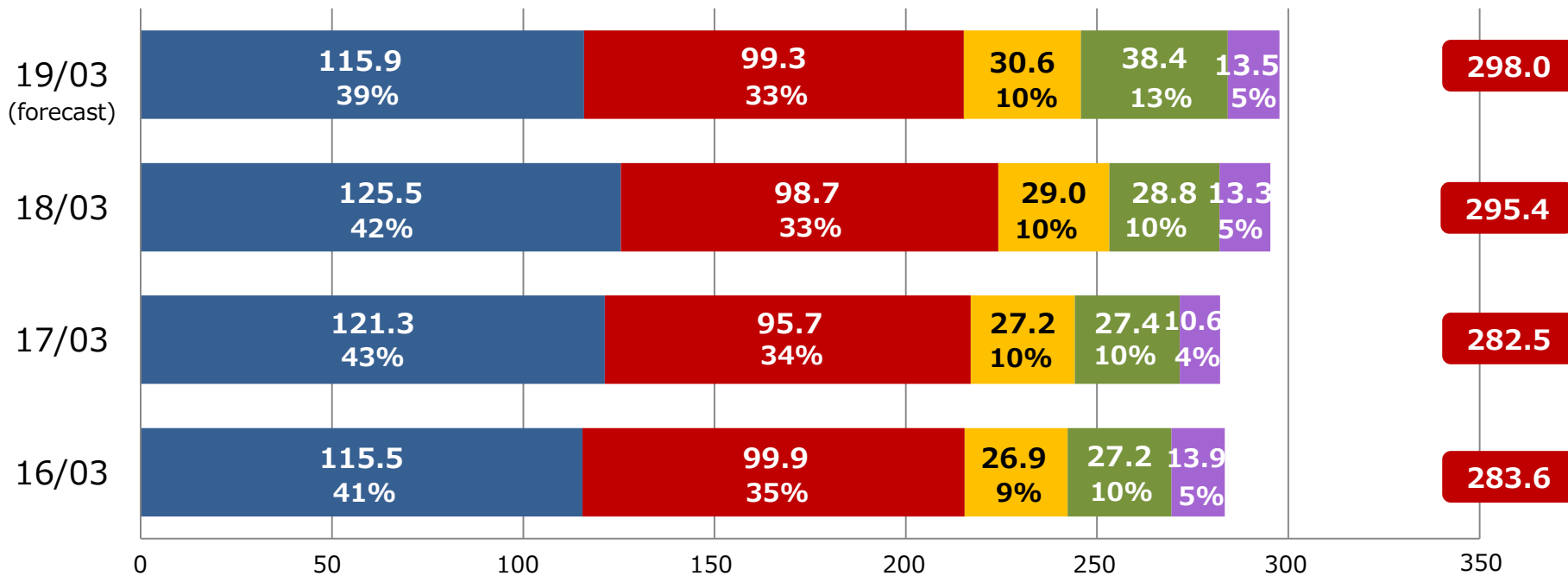
(Unit: billion yen)

## Second Quarter

■ Honda ■ Nissan ■ Toyota ■ Mitsubishi ■ Other



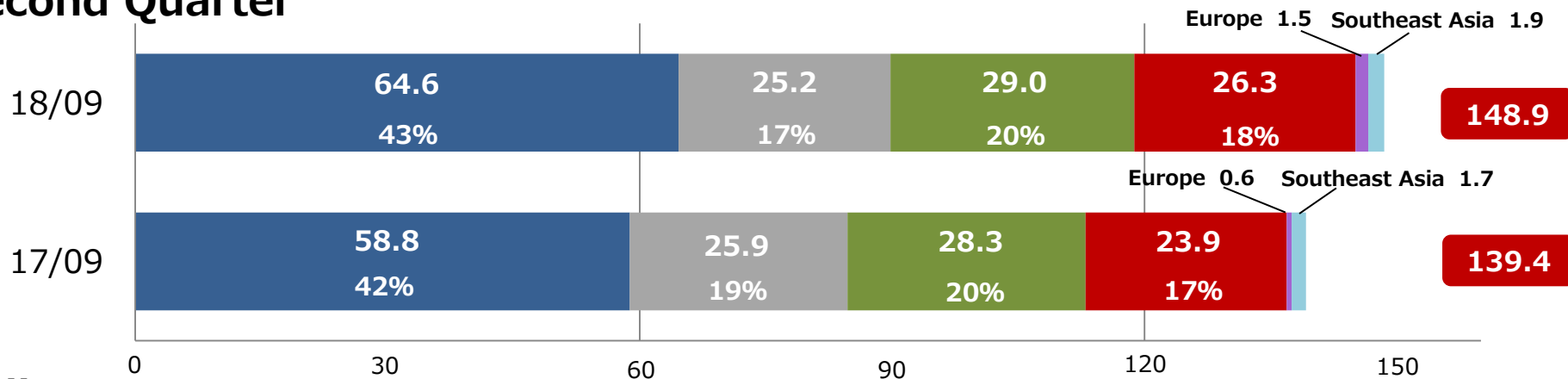
## Full Year



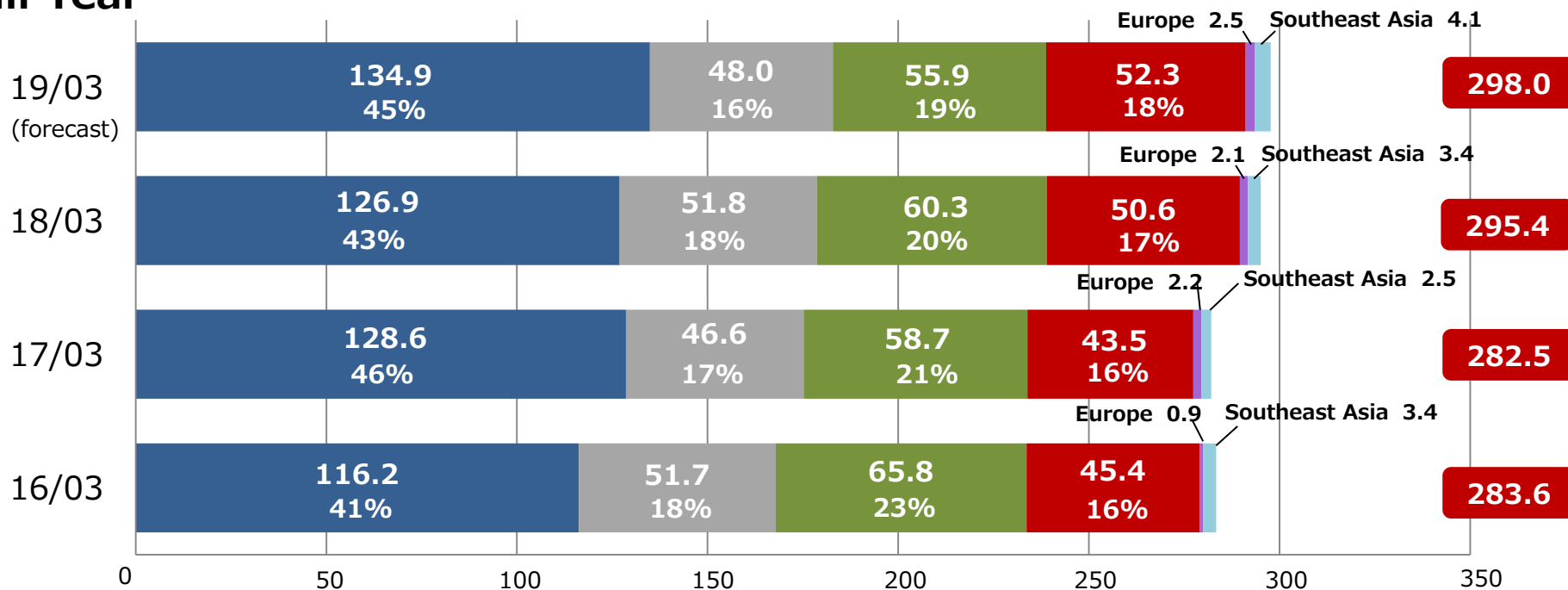
(Unit: billion yen)

■ Japan ■ North America ■ Latin America ■ China ■ Europe ■ Southeast Asia

## Second Quarter



## Full Year

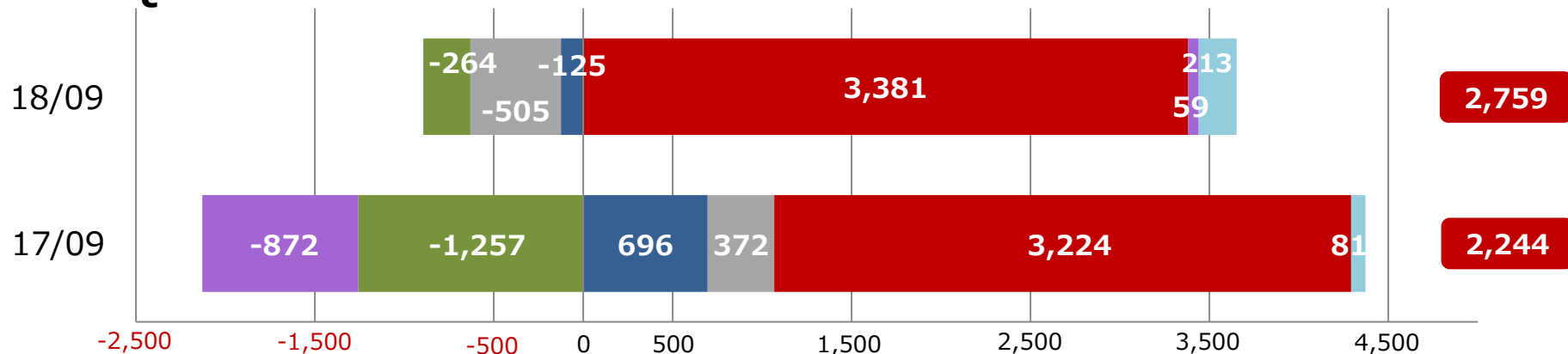


# Operating Income by Region (Consolidated)

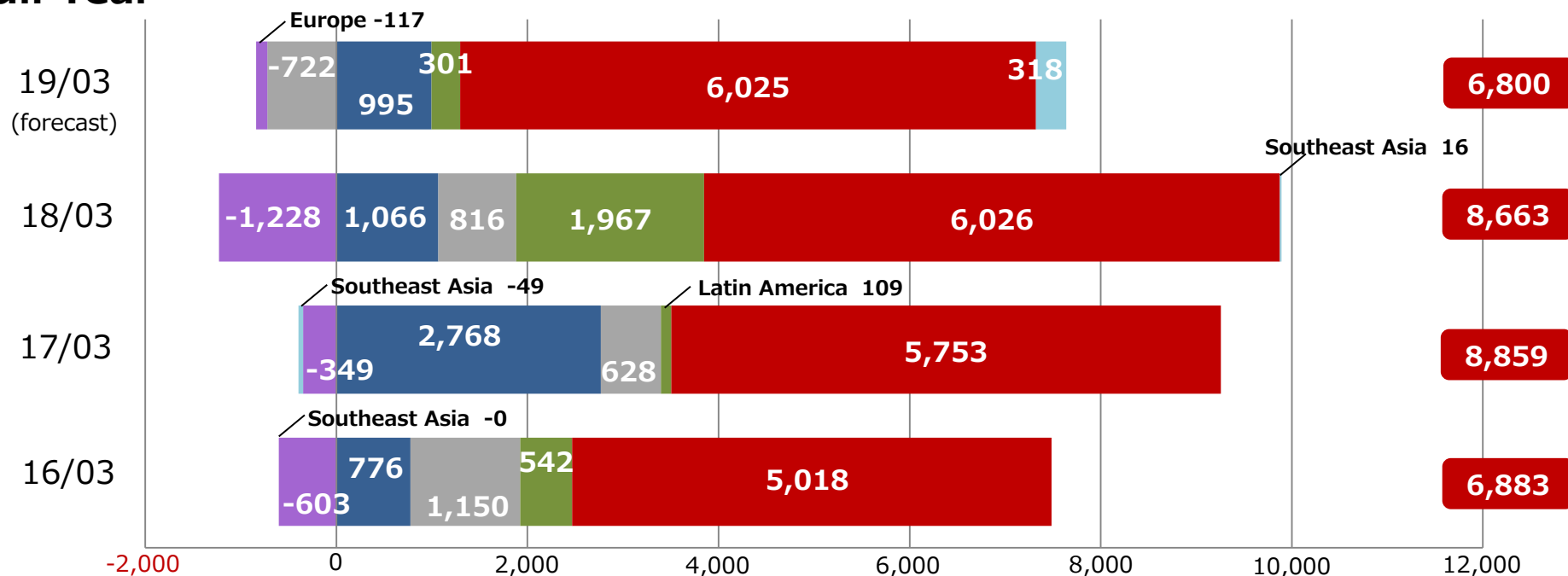
(Unit: million yen)

■ Japan ■ North America ■ Latin America ■ China ■ Europe ■ Southeast Asia

## Second Quarter



## Full Year

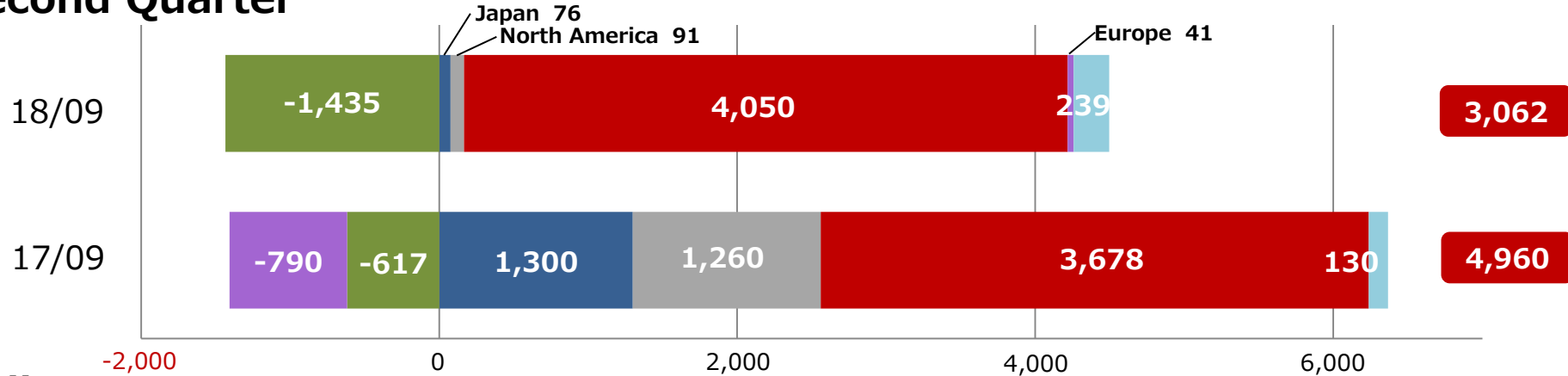


# Ordinary Income by Region (Consolidated)

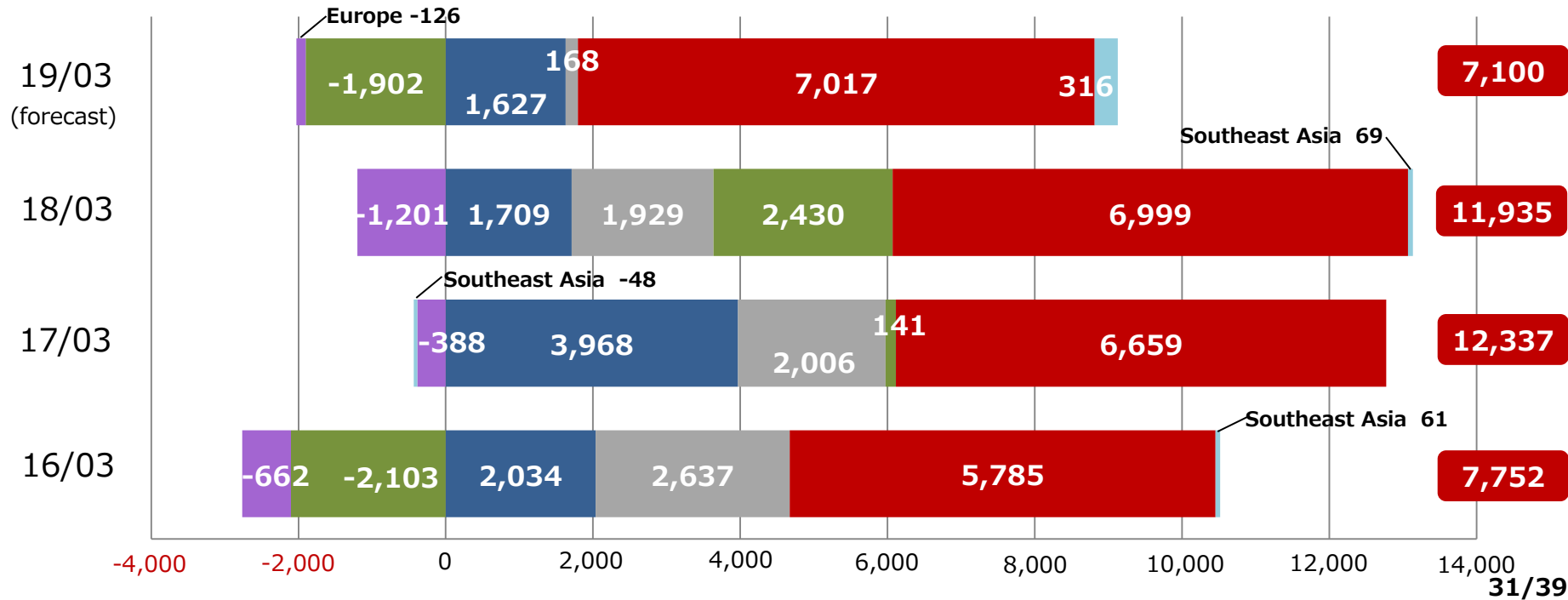
(Unit: million yen)

■ Japan ■ North America ■ Latin America ■ China ■ Europe ■ Southeast Asia

## Second Quarter



## Full Year



As of the end of September, 2018

Business site	Established	Location	Business Contents	Major Customers
<b>Head Office</b>	April, 1954	Akishima-shi, Tokyo	Administration	
<b>Technical Monozukuri Center</b>	April, 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	
<b>Aichi Plant</b>	April, 1977	Anjo-shi, Aichi	Manufacturing of automotive seats and parts	TOYOTA, Mitsubishi, TOYOTA BOSHOKU
<b>Musashi Plant</b>	January, 1980	Iruma-shi, Saitama	Manufacturing of automotive seats and parts	HONDA
<b>Ome Plant</b>	April, 1969	Ome-shi, Tokyo	Prototype Manufacturing of automotive seats and parts	Hino, TOYOTA BOSHOKU, UD Trucks, TOYOTA MOTOR EAST JAPAN
<b>Tochigi Plant</b>	February, 1982	Shimotsuke-shi, Tochigi	Manufacturing of automotive seats and parts	NISSAN, NHK Spring, Hino
<b>Hiratsuka Plant</b>	July, 1982	Hiratsuka-shi, Kanagawa	Manufacturing of automotive seats and parts	NISSAN SHATAI
<b>Suzuka Plant</b>	October, 1984	Suzuka-shi, Mie	Manufacturing of automotive seats	HONDA



Company	Established	Location	Business Contents	Equity participation	Capital	Major Customers	Scope of consolidation
<b>TF-METAL Co., Ltd.</b>	May, 2017	Kosai-shi, Shizuoka	R&D/manufacturing/sales of automotive seat parts	100.0%	50 million yen	TACHI-S, ADIENT, SUZUKI	①
<b>Nui Tec Corporation</b>	July, 1985	Hamura-shi, Tokyo	Manufacturing of automotive seats and trim covers	100.0%	325 million yen	TACHI-S, TOYOTA BOSHOKU TOHOKU	①
<b>TACHI-S H&amp;P Co., Ltd.</b>	January, 2018	Akishima-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
<b>Kinryo Kogyo Co.,Ltd.</b>	February, 1976	Miyako-gun, Fukuoka	Manufacturing/sales of automotive seats and parts	25.0%	100 million yen	TACHI-S, ADIENT	②
<b>Iwata Fuji Kiko Co., Ltd.</b>	October, 1986	Iwata-shi, Shizuoka	Manufacturing/sales of automotive seat parts	(100.0%)	15 million yen	TF-METAL, NHK Spring	①
<b>Kyushu Fuji Kiko Co., Ltd.</b>	July, 1985	Nakatsu-shi, Oita	Manufacturing/sales of automotive seat parts	(100.0%)	10 million yen	TF-METAL, FujiKiko	①
<b>Higashi mikawa Fuji Kiko Co., Ltd.</b>	October, 1986	Shinshiro-shi, Aichi	Manufacturing of automotive seat parts	(100.0%)	10 million yen	TF-METAL	①

## ③ Unconsolidated subsidiary

TACHI-S Service Co., Ltd.

① Consolidated subsidiary

6 Companies

② Consolidated affiliate

1 Companies

③ Unconsolidated subsidiary

1 Companies

# TACHI-S Group Companies (North America)

Company	Established	Location	Business Contents	Equity participation	Capital	Major Customers	Scope of consolidation
<b>TACHI-S Engineering U.S.A., Inc.</b>	July, 1986	Michigan, U.S.A	Sales/R&D/business administration in North America	100.0%	43 million US\$		①
<b>TF-METAL Americas Corporation</b>	July, 2000	Michigan, U.S.A	Business administration/R&D in Americas	*(100.0%)	0 million US\$		①
<b>SETEX, Inc.</b>	September, 1987	Ohio, U.S.A	Manufacturing/sales of automotive seats	*(51.0%)	5 million US\$	HONDA (USA), ADIENT	①
<b>TACHI-S Automotive Seating U.S.A., LLC</b>	December, 2005	Tennessee, USA	Manufacturing/sales of automotive seats	*(100.0%)	22 million US\$	NISSAN (USA)	①
<b>TechnoTrim, Inc.</b>	November, 1986	Michigan, U.S.A	Manufacturing/sales of automotive seat trim parts	*(49.0%)	120 thousand US\$	Major automotive seat manufacturers in North America including TACHI-S group companies	②
<b>TF-METAL U.S.A., LLC</b>	March, 2004	Kentucky, U.S.A	Manufacturing/sales of automotive seat parts	*(100.0%)	10 million US\$	TAS-USA, TACHI-S Mexico, ADIENT	①
<b>TACHI-S Canada, Ltd.</b>	September, 2004	Nova Scotia, Canada	Business administration in Canada	*(100.0%)	12 million CAN\$		①

① Consolidated subsidiary

6 Companies

② Consolidated affiliate

1 Companies

\* (including subsidiaries' equity)

The company changed its name in Oct.1, 2018

# TACHI-S Group Companies

## (Latin America / Europe)

Company	Established	Location	Business Contents	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/business administration in Latin America	*(100.0%)	64 million US\$		①
<b>Industria de Asiento Superior, S.A. de C.V. (TACHI-S Mexico)</b>	April, 1991	Aguascalientes, Mexico	Manufacturing/sales of automotive seats and seat parts	*(100.0%)	26 million US\$	NISSAN (Mexico)	①
<b>SETEX Automotive Mexico, S. A. de C. V.</b>	September, 2012	Guanajuato, Mexico	Manufacturing/sales of automotive seats	*(95.0%)	24 million US\$	HONDA (Mexico)	①
<b>TF-METAL Mexico, S.A. de C.V.</b>	September, 2012	Aguascalientes, Mexico	Manufacturing/sales of automotive seat parts	*(100.0%)	371 million MXN	TACHI-S Mexico, Fuji Autotech U.S.A., Faurecia	①
<b>TACHI-S Brasil Industria de Assentos Automotivos Ltda.</b>	August, 2012	Rio de Janeiro, Brazil	Manufacturing/sales of automotive seats	*(100.0%)	10 million US\$	NISSAN (Brazil)	①
<b>TACHI-S Engineering Europe S.A.R.L.</b>	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

Company	Established	Location	Business Contents	Equity participation	Capital	Major Customers	Scope of consolidation
<b>TACHI-S China Co., Ltd.</b>	October, 2011	Guangdong, China	Sales/R&D/business administration in China	100.0%	259 million RMB		①
<b>TACHI-S Engineering Zhengzhou Co., Ltd.</b>	December, 2015	Henan, China	R&D in China	*(100.0%)	75 million RMB		③
<b>Fu Chong (Fuzhon) Engineering Co., Ltd.</b>	December, 2013	Fuzhou, China	Business administration/R&D in China	*(70.0%)	3 million RMB		③
<b>Wuhan TACHI-S Adient Automotive Seat Co., Ltd.</b>	June, 2008	Hubei, China	Manufacturing/sales of automotive seats	70.0%	43 million RMB	Dongfeng HONDA	①
<b>TACLE Guangzhou Automotive Seat Co., Ltd.</b>	November, 2004	Guangdong, China	Manufacturing/sales of automotive seats	51.0%	66 million RMB	Dongfeng NISSAN	①
<b>TACHI-S Lear DFM Automotive Seating (Xiangyang) Co., Ltd.</b>	July, 2013	Hubei, China	Manufacturing/sales of automotive seats	*(51.0%)	30 million RMB	Dongfeng NISSAN	①
<b>Zhengzhou Taixin Interior Co., Ltd.</b>	July, 2001	Henan, China	Manufacturing/sales of automotive seats	50.0%	11 million RMB	Chery Automobile, Zhengzhou NISSAN	②

\* (including subsidiaries' equity)

① Consolidated subsidiary

4 Companies

② Consolidated affiliate

1 Companies

③ Unconsolidated subsidiary

2 Companies

Company	Established	Location	Business Contents	Equity participation	Capital	Major Customers	Scope of consolidation
<b>Lear DFM TACHI-S Automotive Seating (Dalian) Co., Ltd.</b>	August, 2013	Liaoning, China	Manufacturing/sales of automotive seats	*(49.0%)	50 million RMB	Dongfeng NISSAN	②
<b>Zhejiang Gee Ju Tai Automotive Interior Co., Ltd.</b>	October, 2010	Zhejiang, China	Manufacturing/sales of automotive seats	40.0%	38 million RMB	Zhejiang Vision Auto Parts	④
<b>TACHI-S Trim Guangzhou Co., Ltd.</b>	September, 2005	Guangdong, China	Manufacturing/sales of automotive seat trim parts	100.0%	38 million RMB	TACHI-S, TACLE Guangzhou	①
<b>TACHI-S Trim Wuhan Co., Ltd.</b>	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
<b>Zhejiang TACHI-S Automotive Parts Co., Ltd.</b>	January, 2012	Zhejiang, China	Manufacturing/sales of automotive seat frame parts	*(100.0%)	142 million RMB	Zhejiang Gee Ju Tai, TACHI-S, TSE-E, TAS-USA	①
<b>Fuji Autotech Guangzhou Co., Ltd.</b>	January, 2005	Guangdong, China	Manufacturing/sales of automotive seat parts	*(85.0%)	40 million RMB	TACLE Guangzhou, TF-METAL	①
<b>Zhejiang Fu Chong Tai Automotive Parts Co., Ltd.</b>	March, 2011	Zhejiang, China	Manufacturing/sales of automotive seat parts	*(60.0%)	109million RMB	Zhejiang TACHI-S, TSE-E, TAS-Thailand	①

\* (including subsidiaries' equity)

① Consolidated subsidiary

5 Companies

② Consolidated affiliate

1 Companies

④ Unconsolidated affiliate

1 Companies

# TACHI-S Group Companies (Southeast Asia)

Company	Established	Location	Business Contents	Equity participation	Capital	Major Customers	Scope of consolidation
<b>TACHI-S (Thailand) Co., Ltd.</b>	September, 2011	Bangkok, Thailand	Business administration in Southeast Asia and India	100.0%	771 million THB		①
<b>TACHI-S Automotive Seating (Thailand) Co., Ltd.</b>	April, 2010	Bangkok, Thailand	Manufacturing/sales of automotive seats and seat parts	100.0%	153 million THB	NISSAN (Thailand)	①
<b>PT.TACHI-S Indonesia</b>	September, 2011	Jawa Barat, Indonesia	Manufacturing/sales of automotive seats	*(100.0%)	140,602 million IDR		①
<b>TACHI-S Engineering Vietnam Co., Ltd.</b>	January, 2013	Ho Chi Minh, Vietnam	R&D in Vietnam	100.0%	31,026 million VND		②
<b>APM TACHI-S Seating Systems Vietnam Co., Ltd.</b>	November, 2016	Da Nang, Vietnam	Manufacturing/sales of automotive seats	*(51.0%)	56,567 million VND	Tan Chong Industrial Equipment Vietnam	②
<b>APM TACHI-S Seating Systems Sdn. Bhd.</b>	February, 2013	Selangor, Malaysia	Manufacturing/sales of automotive seats	*(49.0%)	10 million MYR	Tan Chong Motor Assemblies, Mitsubishi (Malaysia)	④

\* (including subsidiaries' equity)

① Consolidated subsidiary

3 Companies

② Unconsolidated subsidiary

2 Companies

④ Unconsolidated affiliate

1 Companies

**Toward 'Continuously Selected Company'**  
**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.**