

# FY2019 Financial Result



From April 1, 2019 through March 31, 2020



**MITSUBISHI Outlander Sports**  
(Japanese version of RVR)

J.D. Power 2019 U.S.  
Seat Quality and Satisfaction Study<sup>SM</sup>  
1st place evaluation for 2 consecutive years

**TACHI-S CO., LTD.**  
**May 25, 2020**



**Nissan Maxima**

J.D. Power 2019 U.S.  
Seat Quality and Satisfaction Study<sup>SM</sup>  
1st place evaluation

We respectfully mourn those who have been lost to novel coronavirus, and express our deepest sympathies for all those who have suffered with this disease.

We pray from our hearts for the quick recovery of those who have dealt with the coronavirus and for an early end to this outbreak.

We would also like to convey our sincere gratitude and respect to all those medical practitioners working on the front lines to prevent the disease's spread and for continuing their dedicated efforts.

TACHI-S CO., LTD.

# Response to the novel coronavirus

As we work to minimize the impact of the pandemic, our overseas risk management committees are taking the central role as the Company takes prompt countermeasures, with a priority on preventing the coronavirus's spread and ensuring the safety of employees. We are working together with customers and business partners at all sites and maintaining and continuing with business activities, while responding to requests from central and local governments.

## 【Novel coronavirus countermeasures】

Consolidation of all information in Japan and overseas

Central and local  
governments

Japanese and  
foreign media

WHO

Customers and  
business partners

Group companies

Employees

**Establish the Basic Policy on coronavirus countermeasures Identify and analyze risks**  
**⇒ Decide on countermeasures and direct implementation**

**Release  
of  
Company  
's Basic  
Policy  
(State  
ment)**

### Employees' safety and peace of mind

#### Safety management

- Enhance internal sanitation
- Avoid the three Cs (closed spaces, crowded places, close-contact settings)
- Cancel business trips and trips overseas
- Confirm safety of employees working overseas as well as in Japan

### Business continuity response

#### Production management

- BCP response, establishment of head office for response
- Confirm operations at manufacturing sites, inventory and distribution conditions
- Ascertain supply chain and parts information
- Close collaboration with customers and business partners

### Contributions to local community

#### Preventing infection and spread

- Employees working from home and staggering work-start times

#### Material support

- Donation of supplies for preventing infection of local community

We will meet our corporate responsibilities and roles by warranting the trust placed in us by all stakeholders.

# Corporate Overview

<b>Company Name</b>	TACHI-S CO., LTD.
<b>Corporate Headquarters</b>	3-3-7, Matsubara-cho, Akishima-shi, Tokyo 196-8611
<b>Date of Establishment</b>	April 7, 1954
<b>Paid-in Capital</b>	9.04 billion yen
<b>Net Sales</b>	282.3 billion yen (Consolidated) (Fiscal Year Ended March 31, 2020)
<b>Number of Employees</b>	13,750 (Consolidated) (As of March 31, 2020)
<b>Stock Exchange Listing</b>	Tokyo / First Section (Securities Code : 7239)
<b>Business Contents</b>	Manufacturing of automotive seats

**FY2019 Financial Result**

**Global Teamwork 2020**

**FY2020 Financial Forecast**

**Capital Expenditures**

**Dividend**

**FY2019 Financial Result**

Global Teamwork 2020

FY2020 Financial Forecast

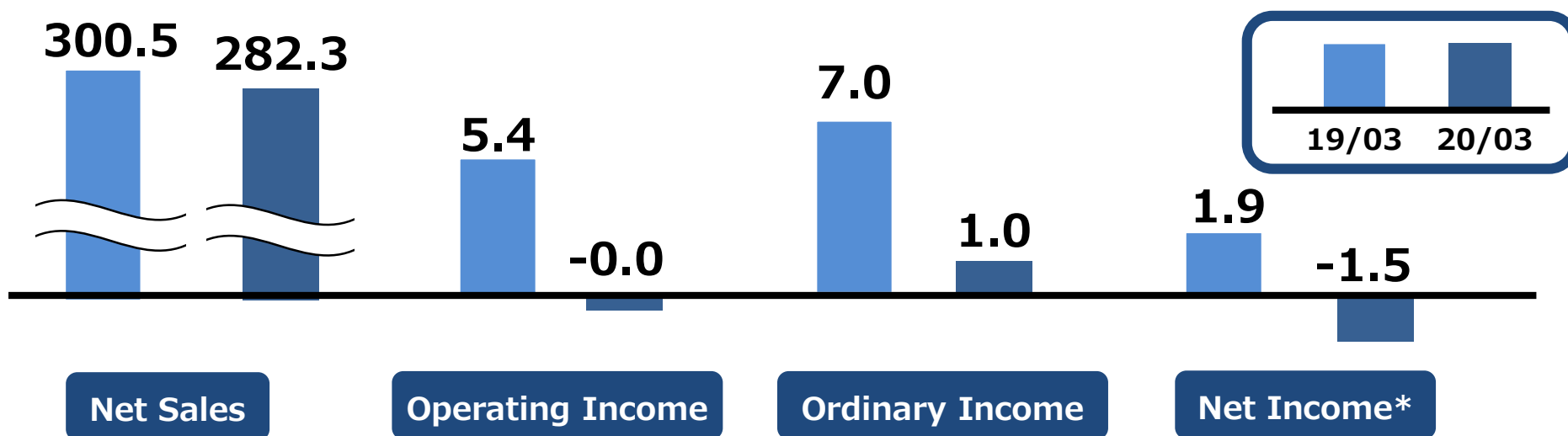
Capital Expenditures

Dividend

vs. previous year

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

	2019/03	2020/03	Change	Change(%)
Net Sales	300.5	<b>282.3</b>	-18.2	-6.1
Operating Income	5.4	<b>-0.0</b>	-5.4	—
Ordinary Income	7.0	<b>1.0</b>	-5.9	-84.7
Net Income*	1.9	<b>-1.5</b>	-3.5	—



## Japan

Decrease in Sales

[Net Sales] **-5.1%**  
(vs. previous year)

## North America

Stagnation of sedan market

[Net Sales] **-13.4%**  
(vs. previous year)

## Overview

- Contribution from new model launch
- Decrease in number of existing models sold

## Latin America

Impact of flood in the previous fiscal year

[Net Sales] **3.4%**  
(vs. previous year)

## China

Decrease in Sales

[Net Sales] **-8.1%**  
(vs. previous year)



# Analysis of Increase / Decrease (Consolidated)

vs. previous year

## Net Sales

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

300.5

282.3

Region

Change

Change(%)

Japan

-6.8

-5.1%

127.5

North America

-6.7

-13.4%

43.5

Latin America

+1.8

+3.4%

57.6

Europe

-1.4

-46.4%

1.6

China

-4.2

-8.1%

48.2

Southeast Asia

-0.8

-19.0%

3.5

19/03

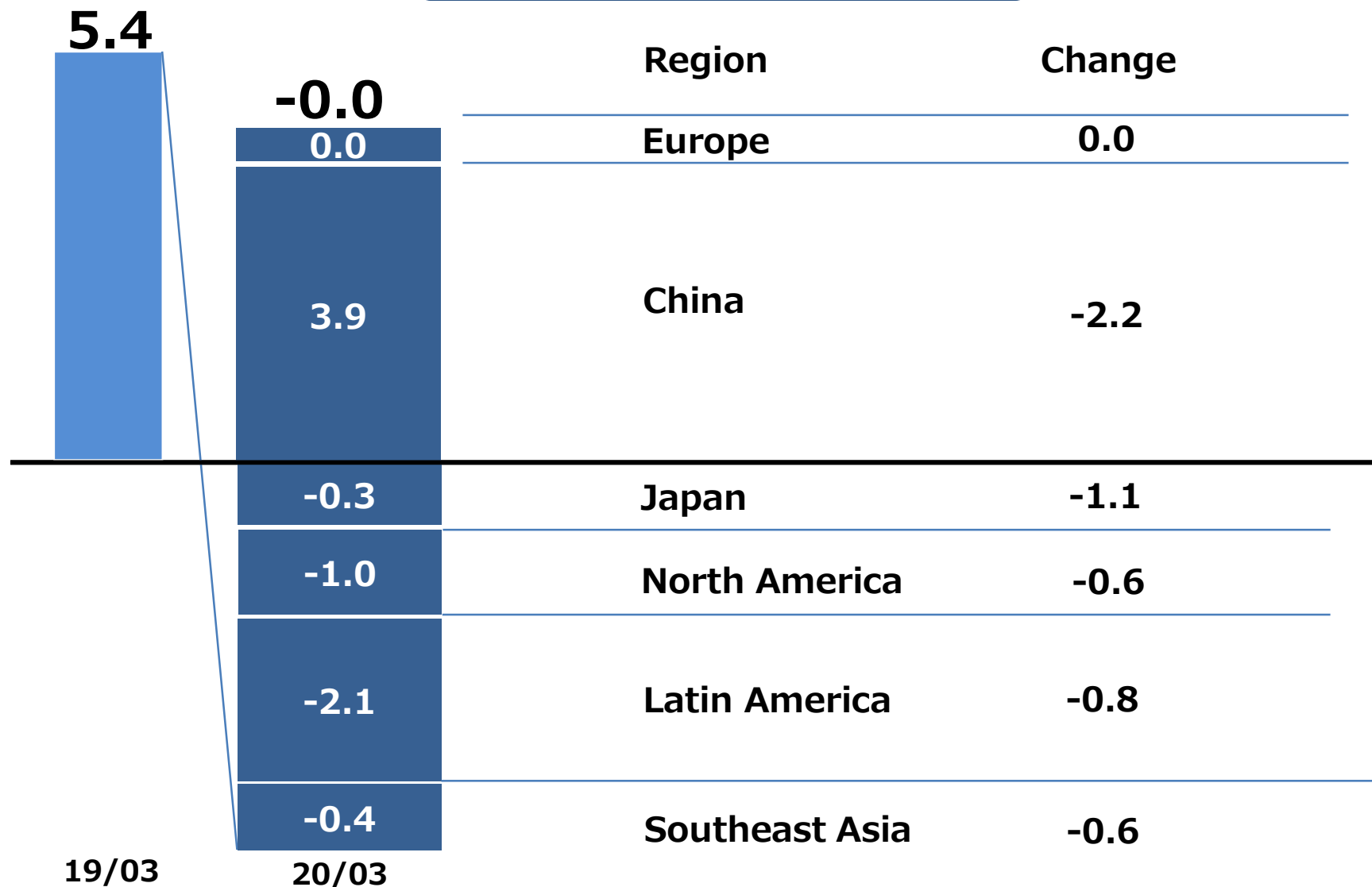
20/03

Exchange	19/03	USD=¥110.67	RMB=¥16.74
Rate	20/03	USD=¥109.13	RMB=¥15.86

vs. previous year

## Operating Income

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

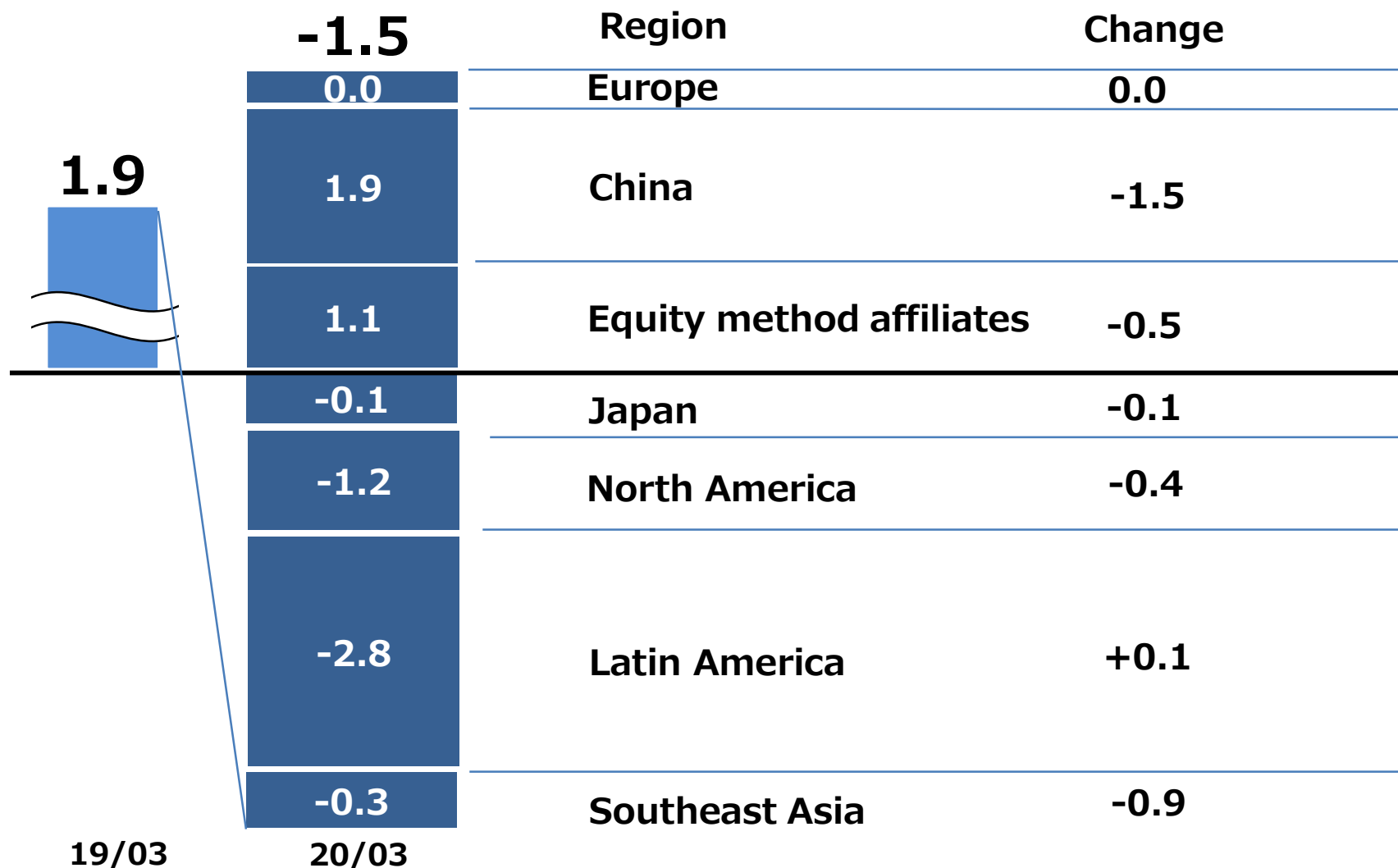


# Analysis of Increase / Decrease (Consolidated)

vs. previous year

## Net Income\*

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

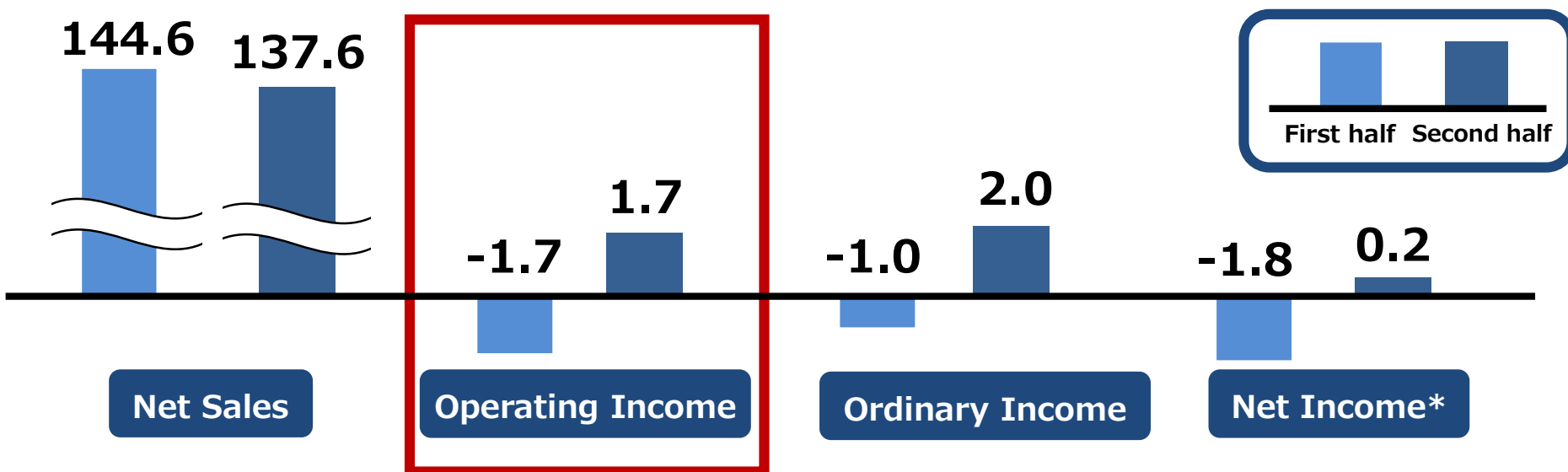


\* Net income attributable to TACHI-S CO., LTD.

(Unit: billion yen)

vs. first half

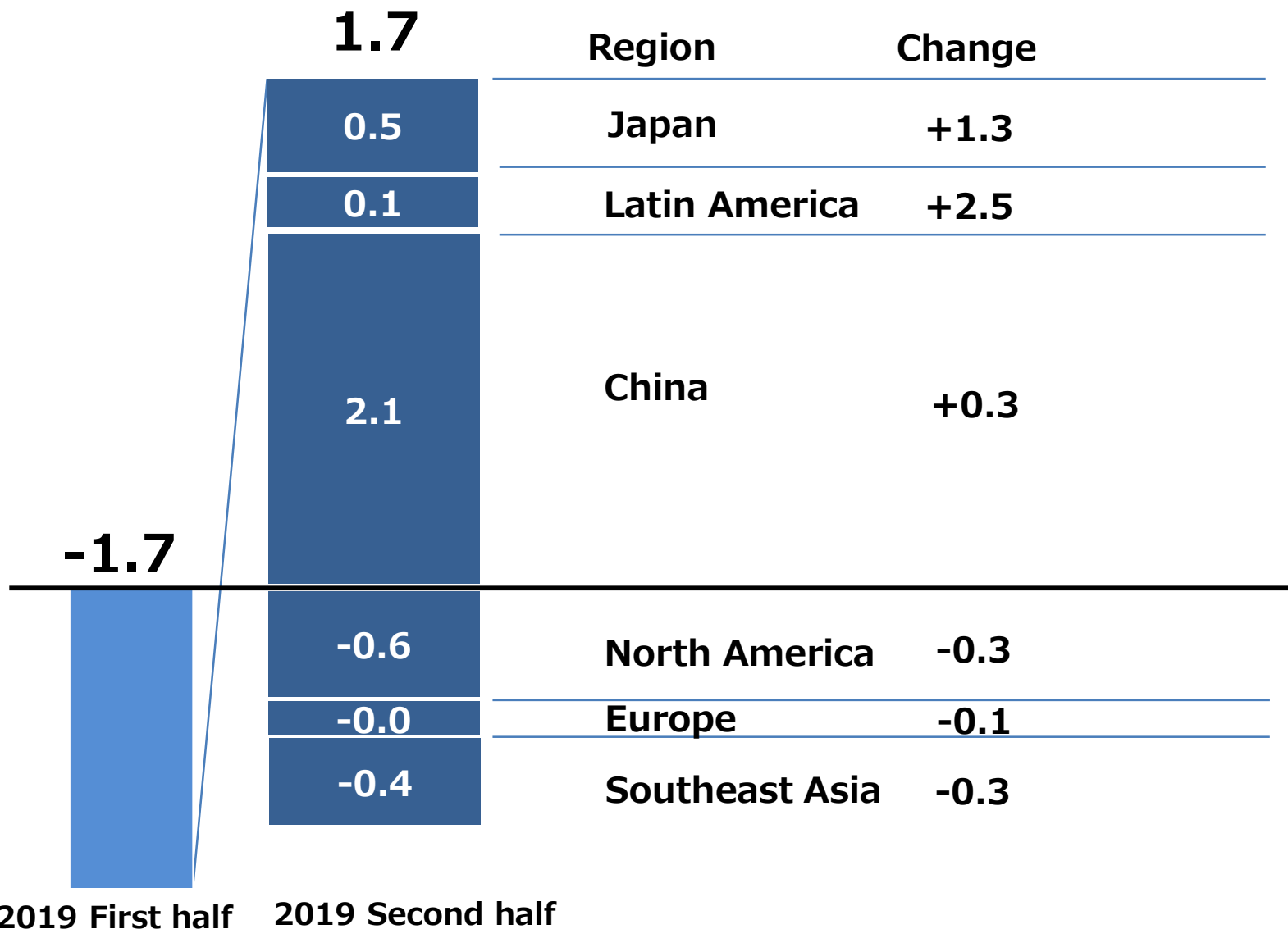
	2019 First half	2019 Second half	Change	Change(%)
Net Sales	144.6	137.6	-7.0	-4.8
Operating Income	-1.7	1.7	3.4	—
Ordinary Income	-1.0	2.0	3.0	—
Net Income*	-1.8	0.2	2.1	—



vs. first half

## Operating Income

(Unit: billion yen)



FY2019 Financial Result

**Global Teamwork 2020**

FY2020 Financial Forecast

Capital Expenditures

Dividend

## ◆ TACHI-S '16-'20 Management Strategy

# Global Teamwork 2020

**Improve Corporate Value with  
Global One Team, making us a  
Continuously Selected Company  
based on 'TRUST' by our Customers**

**Objectives**

■ **Build a Solid Business Base that Enables Sustainable Achievement of Goals (\*) for Vision GC177 in 2020**

\* **Quality No. 1, Operating Income 7%  
Global Share 7%**

■ **Expand Sales: + 30%**

■ **Achieve Benchmark Monozukuri Cost**

**Transformation areas**

**Global Business Expansion**

**Sales Power**

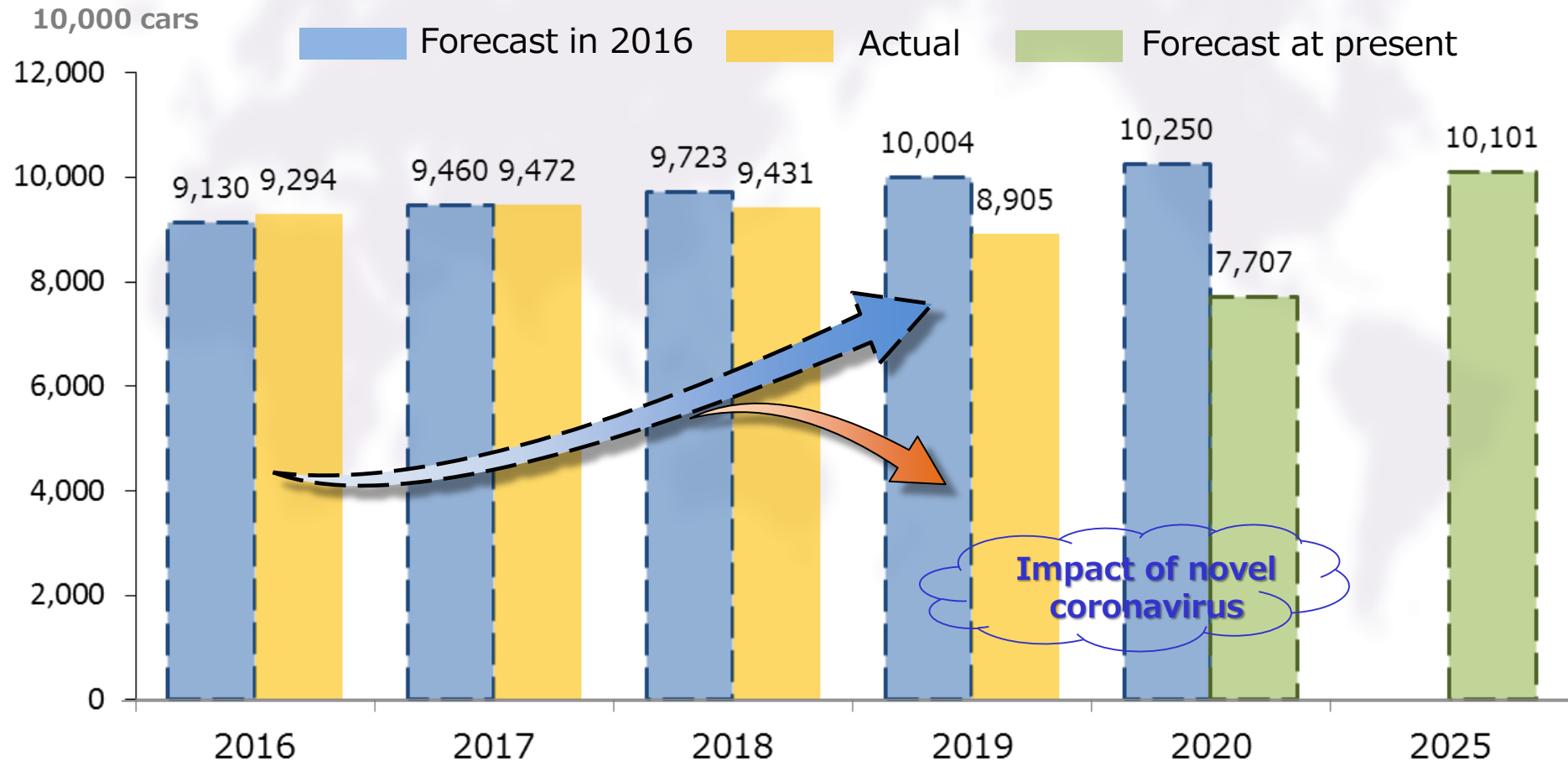
**Monozukuri Capability**

**Business Bases  
(Foundation)**

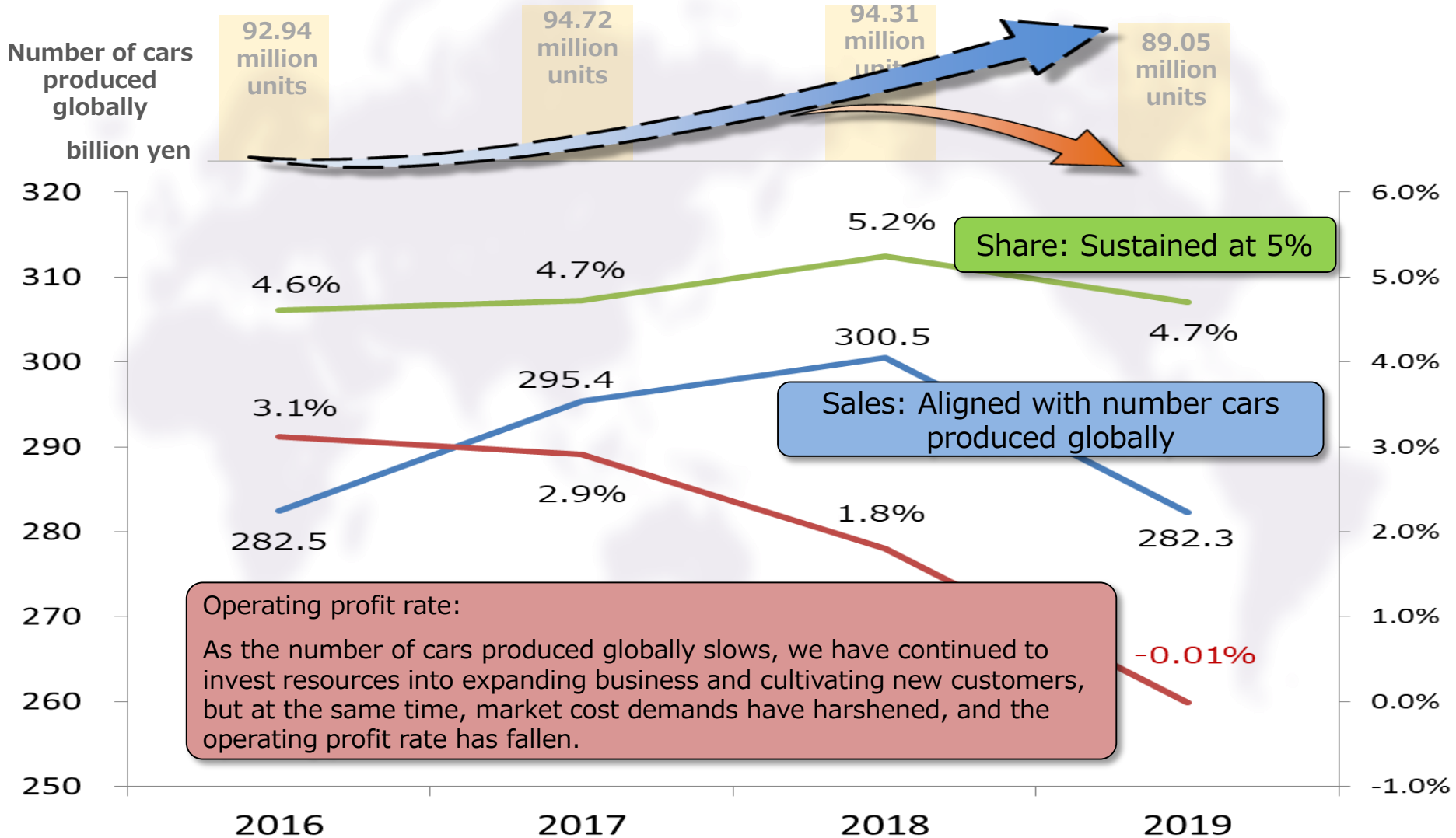
**Strengthen corporate governance**



When GT2020 was established in 2016, we predicted that the number of cars produced globally would increase, but in reality, the number has slowed since 2018, and we now expect the number to reach 100 million in 2025 rather than in 2019.



## As the number of cars produced globally declines, GT2020 affected



**<Quality>**: We have won various awards from the market and customers. **We were ranked No. 1 in two segments by J.D. Power for 2 consecutive year.**

**<Operating profit rate>** : As the number of cars produced globally slows, we have continued to invest resources into expanding business and cultivating new customers, but at the same time, the market's cost demands have harshened, and the operating profit rate has fallen.

**<Share>** : Sustained at about 5%

	Main results
<b>Global Business Expansion</b>	<ol style="list-style-type: none"> <li>1. Expansion in number of global sites, increase in car models launched Seven new sites started up</li> <li>2. Implementation of partnership strategy (Winning over Fuji Kiko's Seat Component Business, alliance with TOYOTA BOSHOKU)</li> </ol>
<b>Sales Power</b>	<ol style="list-style-type: none"> <li>3. Breaking into new customer business (Japanese OEM, OEM in China, OEM in Europe, EV OEM in emerging countries)</li> <li>4. Expansion of parts business (frames, trim covers, headrests, mechanical parts) ※Sales went from 1.7 billion yen in 2015 to 12.3 billion yen in 2019 (<b>increase of 10.6 billion yen</b>)</li> </ol>
<b>Monozukuri Capability</b>	<ol style="list-style-type: none"> <li>5. Advances and greater sophistication of TTK frame design and construction method</li> <li>6. Strengthen foundation of manufacturing capacity (strengthen sewing technology, advances and greater sophistication of manufacturing methods, expand CAE applications, systematize the development and production preparation and management process)</li> </ol>
<b>Strengthen corporate governance</b>	<ol style="list-style-type: none"> <li>7. CSR initiatives, global IT network initiatives Establishment of Group's shared values (Vision/Mission/Value)</li> </ol>

## Launched 7 new sites



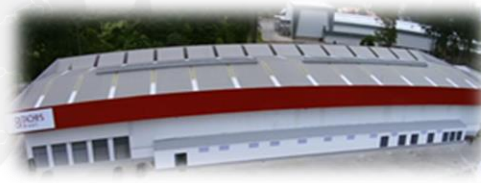
TACHI-S Mexico  
Aguas Trim 1 PLANT



TACHI-S Mexico  
Aguas Trim 2 PLANT



TACHI-S Brasil  
Curitiba PLANT



TACHI-S ENGINEERING  
ZHENGZHOU CO.,LTD.



Hunan Tachi-S Automotive  
Seating Co., Ltd



TF-METAL ZHEJIANG CO., LTD



APM TACHI-S Seating  
Systems Vietnam



Scheduled launch  
site in FY 2020



LEAR DONGSHI TACHI-S  
AUTOMOTIVE SEATING  
(WUHAN) CO. LTD.



ZHENGZHOU TAIZHIXIN  
Automotive Seating Co.,Ltd

## Fuji Kiko's seat component business was broken up and TF-METAL established (2017)

- (1) Raise quality and cost competitiveness
- (2) Improve speed with integrated management
- (3) Improve proposal capacity with vertical integration

**Took over three companies in Japan, three in China and three in the Americas, for a total of nine companies**

### Seat Frame System

**Integrated response from development to manufacturing**

Seat frame development

Frame parts press  
Welding and assembly  
production



Seat Frame Assembly



Mechanical parts  
Development

Frame parts press welding and  
assembly production



← Originally Fuji Kiko's area of development and production →

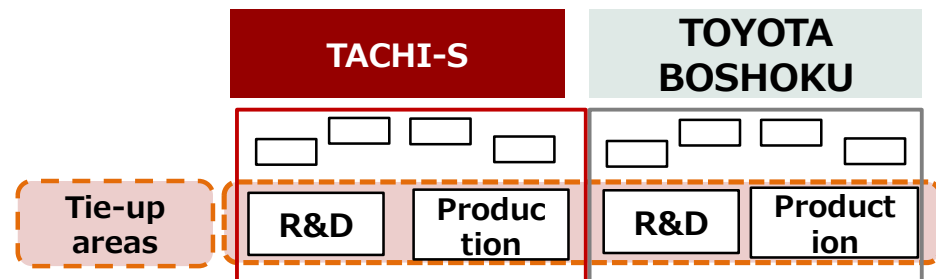
## Business tie-up agreement with TOYOTA BOSHOKU (2017)

### Objective

Strive to utilize one another's knowledge, expertise and management resources for our mutual benefit and improve competitiveness at a faster pace

### Operations Tie-up Details

1. Reciprocal supply of existing parts
2. Consideration of development of new parts
3. Reciprocal use of production sites and facilities

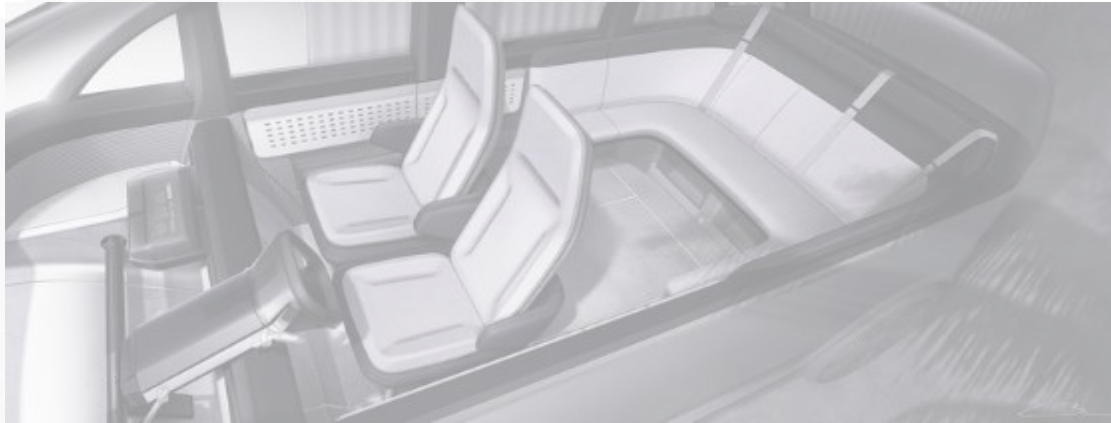




#### New customers in US: development of seats for electric vehicles



Response to event to prepare for production at TACHI-S Engineering U.S.A.



#### Existing customers in US: Orders for parts for electric vehicles

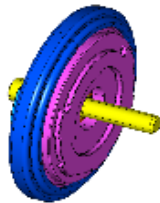


Group works together to expand parts business

##### ■ TF-METAL

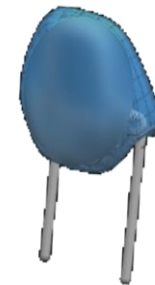
##### ● Recliner unit \*

\*Mechanical parts  
for seat recliner



##### ■ TACHI-S Mexico

##### ● Headrests



**New customers start of orders and production for trim-cover sewing business**



**Start of mass production of trim covers  
for TOYOTA BOSHOKU AMERICA**  
(TACHI-S Mexico Zacatecas PLANT)

**Start of mass production of trim covers  
for AKI Seat Manufacturing**  
(TACHI-S Mexico Calvillo PLANT)





Company first start of production of seats for Renault (February 2020)

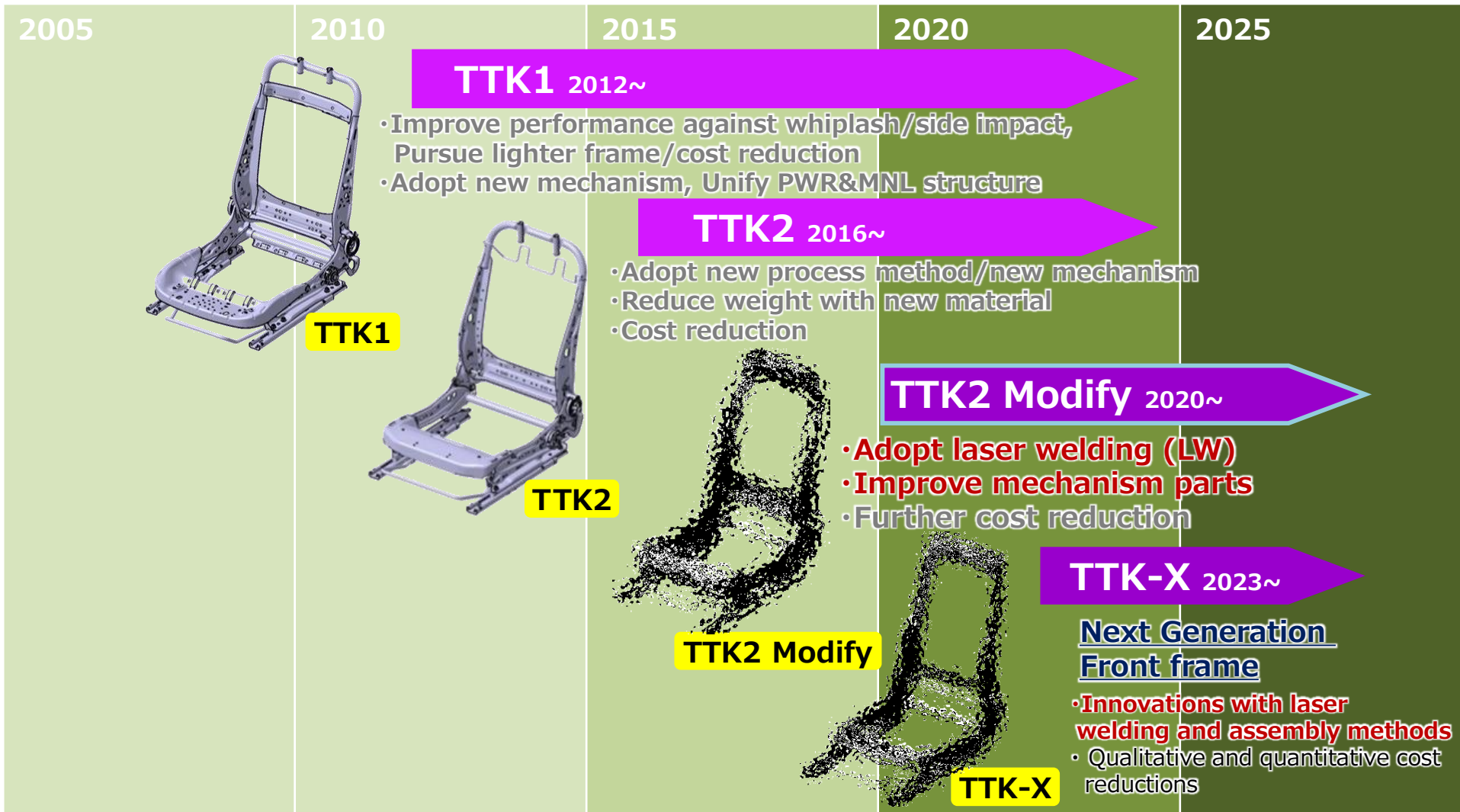


## TACHI-S Brasil Curitiba PLANT Newly established





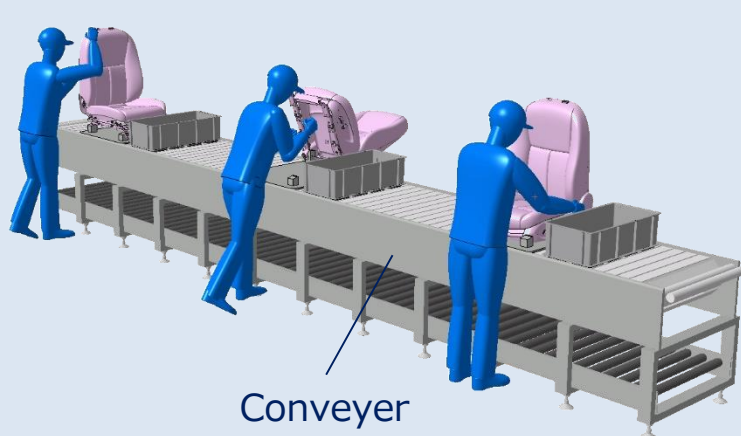
## Strengthen TACHI-S's capacity to develop seat frames, processing technology and supply system



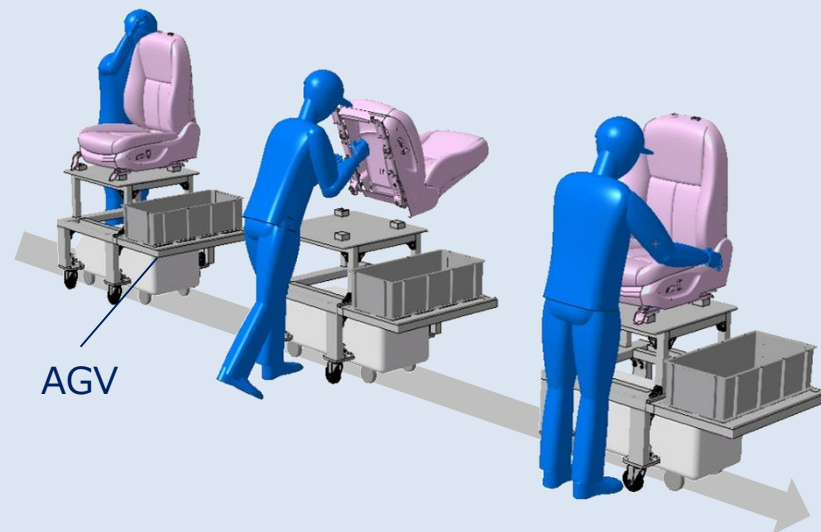
## Development of optimal process designs and of new construction methods

### ■ AGV \* manufacturing method

<Previous seat assembly method>



<Seat assembly method using AGV>

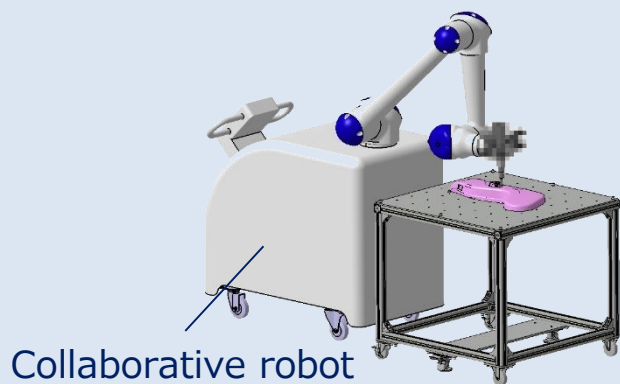


\* AGV : Automatic Guided Vehicle

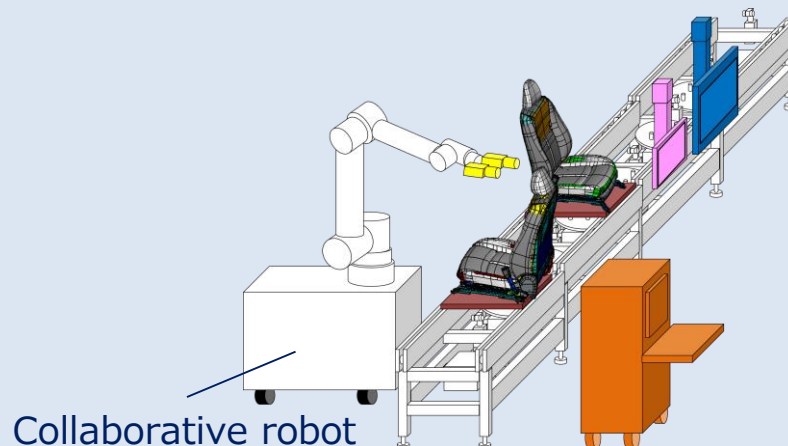
- ◆ Raising production efficiency
- ◆ Improving flexibility of production system

## Development of optimal process designs and of new construction methods

### ■ Automatic assembly



### ■ Unmanned inspection using AI



- ◆ Improving production efficiency
- ◆ Stabilizing quality
- ◆ Addressing decline in working population

## Higher global frontline strengths and cost competitiveness with sewing technology

Including NuiTec as the Group's mother factory for sewing technology improves frontline strength and cost competitiveness Elevating to industry's top level and sharing information about this manufacturing technology on global sites

### <Global sewing technology>

**TACHI-S Trim Cover Engineering Department**  
**NuiTec(mother factory)**



Mexico  
Sewing  
subsidiary

Wuhan, China  
Sewing  
subsidiary

Guangzhou,  
China  
Sewing  
subsidiary

ASEAN  
Sewing  
subsidiary

Japan Sewing  
NuiTec

Production method

Wrinkle-free trim covers

Low-cost trim covers

Automation



Information on CSR activities was disclosed systematically from fiscal 2019

We began systematically disclosing information on our CSR activities.

We have published a report on our CSR/ESG activities on our website.

This report provides information on the disclosure items in line with the global guidelines GRI 2016 and the Environmental Reporting Guidelines 2018 for each of the business processes, divided into activities for the nine items.



【our website】

## CSR/ESG活動報告

当社のさまざまなCSR活動の紹介ページへのリンクを掲載しています。  
ご覧になりたいCSR活動のリンクバナーをクリックしてください。

### 商品を通じた 社会価値の創出 ▶

「商品を通じた社会価値の創出」  
にむけた活動をご紹介するページ  
です。

### コーポレート・ ガバナンス ▶

「コーポレート・ガバナンス」に  
ついての取り組みをご報告するペ  
ージです。

### コンプライアンス& リスクマネジメント ▶

「コンプライアンスとリスクマネ  
ジメント」についての取り組みを  
ご報告するページです。

### 従業員とのかかわり ▶

「従業員のかかわり」に関する取  
り組みをご報告するページです。

### お客様とのかかわり ▶

「お客様とのかかわり」に関する  
取り組みをご報告するページで  
す。

### 地球環境とのかかわり ▶

「地球環境とのかかわり」に関す  
る取り組みをご報告するページで  
す。

### ビジネスパートナー とのかかわり ▶

ビジネスパートナーとのかかわ  
りに関する取り組みをご報告す  
るページです。

### 株主・投資家 とのかかわり ▶

「株主・投資家とのかかわり」に  
関する取り組みをご報告するペ  
ージです。

### 地域社会とのかかわり ▶

「地域社会とのかかわり」に関す  
る取り組みをご報告するページで  
す。



## 37 New Models/Minor Model Changes in FY2019

	2019												2020		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Japan	Fairlady Z (MY20)			GTR (MY20) Coupe	Skyline (MY20)			Skyline Sedan (MY02)		Clarity FCV (MY20)		Note (MY20) NV200 (MY20)			
							RVR (MY20)				Dutro/Dyna (MY20)				
	Clarity (MY19)				N-WGN	Outlander (MY20)		Freed Freed+ (MY20)			S660 (MY20)	Premio/Allion (MY20)		Honda e	
USA						TLX (MY20)		Limited Edition Maxima (MY20) Murano (MY20)				MDX (MY20) Limited Edition			
Mexico							Corolla (TRIM)		CAOEM (PIP H/R)		Kicks (MY20)				
						Versa		Mazda CX3 (TRIM)			Sentra (USA/MEX)				
Brasil														Duster	
China	Karry KX63	Qashqai (MY19)		Emgrand EV (MY19)		XR-V (MY19)			CIIMO XNV		Kicks (MY20)				Outlander (MY20)
		New Emgrand (MY19)			New Emgrand RS (MY19)		Venucia D60 (EV)		Venucia T60 (MY19)		ASX (MY20) JETOUR				
											Venucia T60 (EV)				
ASEAN											Outlander (MY20) (Vietnam)				

● Nissan/Infiniti/Venucia/Renault ● Mitsubishi ● Honda/Acura ● Toyota/Hino ● Chery ● Geely ● Other

## Start of delivery of electric vehicle seats for Honda



Start of mass production at the Musashi plant of "Honda e" (\*for shipment to Europe)



## Start of delivery of locally produced seats for Mitsubishi Motors Viet Nam



Start of mass production of "Outlander" seats at the Binh Duong plant



## Mexico NISSAN Versa Seat



**Start of Production: June, 2019**  
**Production Site: TACHI-S Mexico**



1. Adoption of TTK frame based on KICS for the basic structure of front seat frame
2. Side air bag-equipped rear seats according to the market requirements

## Chinese local car manufacturer SUV 2nd Seat



**Start of Production: May, 2019**  
**Production Site: Zhengzhou Taixin Interior Co., Ltd.**

1. Captain seat concept to differentiate from similar models. Adoption of relaxing rear seats
2. Realization of an inexpensive model through maximizing commonization with the same front seat frame



TACHI-S won the No.1 seat quality award for consecutive 2 years  
at USA market research\* by J.D. Power



## MITSUBISHI Outlander Sports



※ 2 consecutive years

Mass Market  
Compact SUV/MPV  
segment

**No.1**

(among 30 target models)



## NISSAN Maxima

Mass Market  
Midsize/Large Car  
segment

**No.1**

(among 19 target models)



\* J.D. Power 2019 U.S. Seat Quality and Satisfaction Study

## Outcomes from our team efforts for quality improvement



TACHI-S Automotive Seating  
(Thailand) Co., Ltd. (Thailand)



Zhengzhou Dongfeng Lear Taixin  
Automotive Seating Co., Ltd. (China)



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

We have won a “Development Award” and others from a range of customers



## HINO Technology Development Award “Grand Prize”

### HINO DUTRO

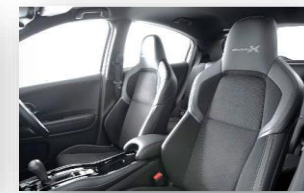
Elimination of urethane as a countermeasure in mandated headrest impact tests; designs with smaller headrests



## Honda Access “Development Award”

### VEZEL Modulo X

Development of dedicated seat, including changes to frame, for Honda Access for the first time, and commitment to SOP



## HONDA “Award for Leading Company”

## NISSAN SHATAI “Letter of Appreciation for Development”

### TACHI-S H&P (group company)

Contributions made to the ultra-rapid development of products for ambulances (headlining, table lid)



Award received  
for 10 straight  
years



## 1) Corporate officer system

**Prompt decision-making on management issues** by putting corporate officers on the same level

Flattening the structure in this way reduced the number of corporate officers from 21 to 14.

## 2) Regional business headquarters system

Management of regions in North, Central and South America is classified as North America and Central and South America

**Improving quality and speeding-up local decision-making**

## 3) Promotion of TACHI-S Group management

At the 2020 General Meeting of Shareholders the number of external directors will be increased by one to further strengthen the Group's management system.

The next medium- and long-term plan will be established in fiscal 2020, allowing proactive implementation of **"innovations tailored to environmental changes"** and **"the pursuit of attractive values."**

## Long-term strategy

DX operations and  
advances

Auto industry  
Response to  
major reforms  
(CASE/MaaS)

Post-  
coronavirus

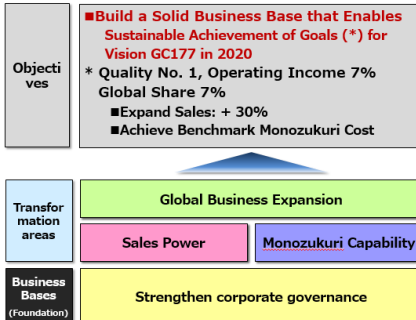
Slowdown in number  
of cars produced  
globally

## GT2020

Next medium- and  
long-term plan

DX : Digital Transformation

DX  
preparations



### ◆ Innovations tailored to environmental changes

- Resource management (optimizing staff utilization and assignment)
- Reformulation/reallocation of business portfolio
- Participation in new business fields
- Corporate innovation through the promotion of workstyle reform

### ◆ Pursuit of attractive values

- Innovations to core systems in manufacturing
- Innovations with development/production utilizing IoT/AI
- Small investments and quick-delivery development through shared platforms

FY2019 Financial Result

Global Teamwork 2020

**FY2020 Financial Forecast**

Capital Expenditures

Dividend

FY2019 Financial Result

Global Teamwork 2020

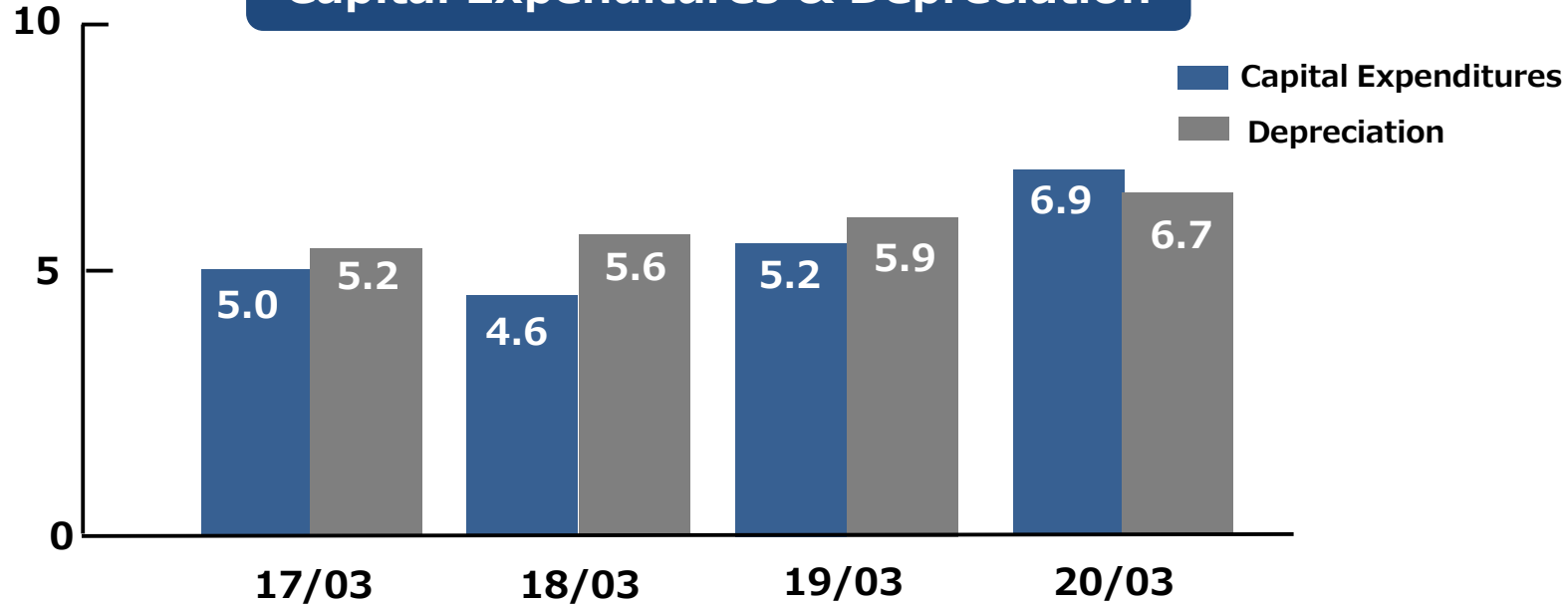
FY2020 Financial Forecast

**Capital Expenditures**

Dividend

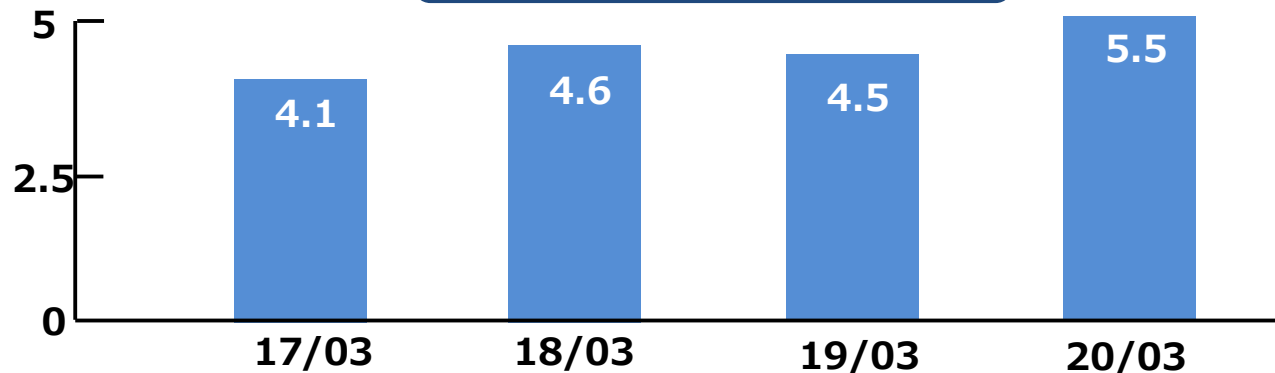
( Unit: billion yen )

## Capital Expenditures & Depreciation



( Unit: billion yen )

## R & D





FY2019 Financial Result

Global Teamwork 2020

FY2020 Financial Forecast

Capital Expenditures

**Dividend**



## Our Dividend Policy

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.

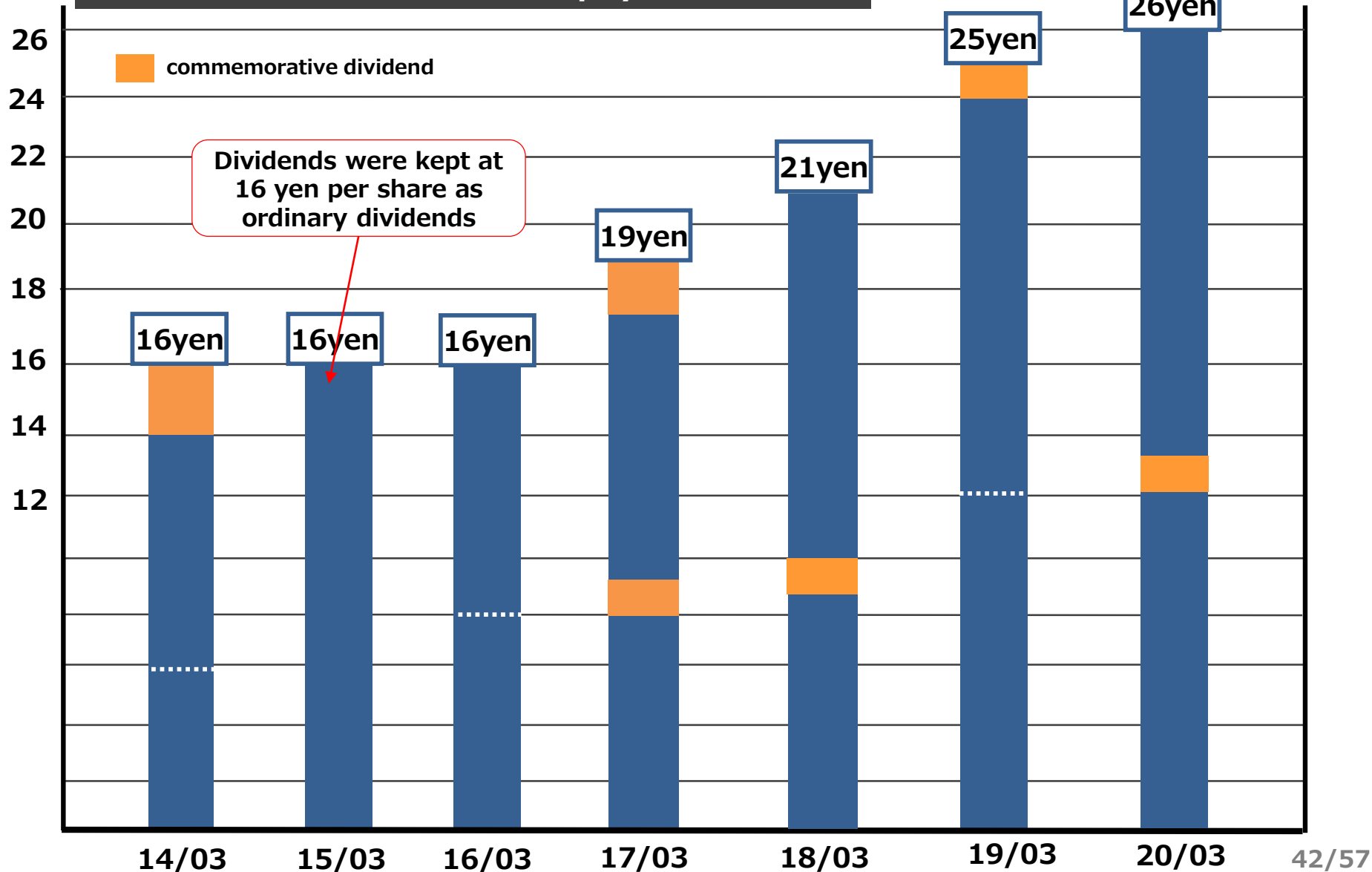
We primarily utilizes internal capital reserves for R&D and global business development, and endeavors to secure profit in the medium to long term and strengthen its financial structure.

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 that secure payout ratio equal or more than 20% 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.

Basic policy : Stable dividends on a long term basis and raise dividend payout ratio

( Yen per share )



**In March 2020, the Company acquired Treasury shares.**

At a board meeting held on March 9, 2020, the Company decided on the acquisition of Treasury shares and the specific acquisition method, based on stipulations in the Articles of Incorporation in line with regulations in Article 459, Clause 1 of the Companies Act.

- ◆ Total number of shares acquired: 250,000 shares (maximum)  
(Percentage relative to total number of outstanding shares as of September 30, 2019 [excluding Treasury shares] is 0.72%)
- ◆ Total acquisition amount: 221,750,000 yen
- ◆ Acquisition date: March 10, 2020

**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.**

# Appendix

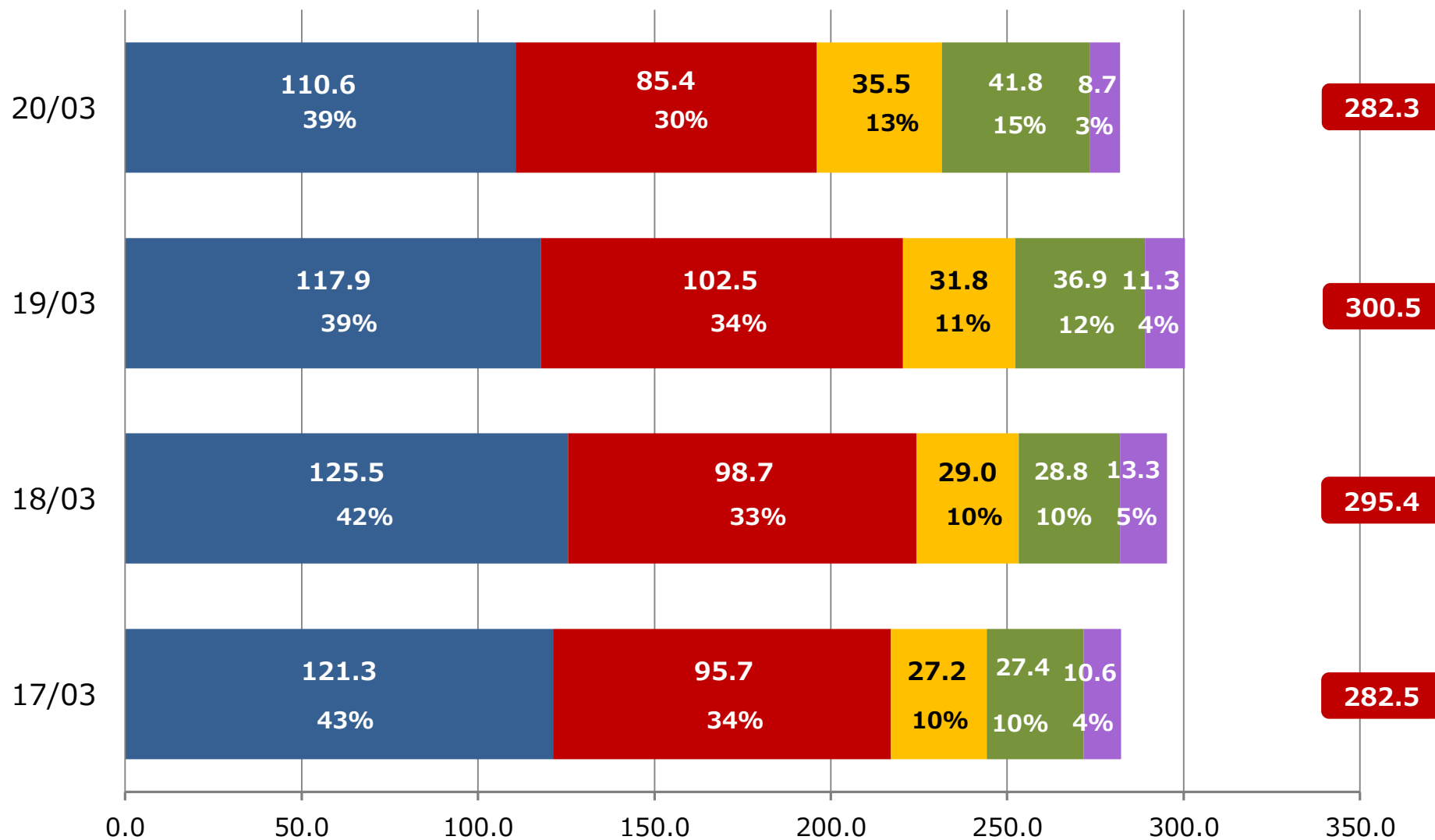
( Unit: yen )

	17/03	18/03	19/03	20/03
USD	108.76	111.19	109.18	109.13
MXN	5.95	5.94	5.73	5.65
EUR	119.34	129.36	122.00	121.27
RMB	16.54	16.59	16.31	15.86

## Net Sales by Customer (Consolidated)

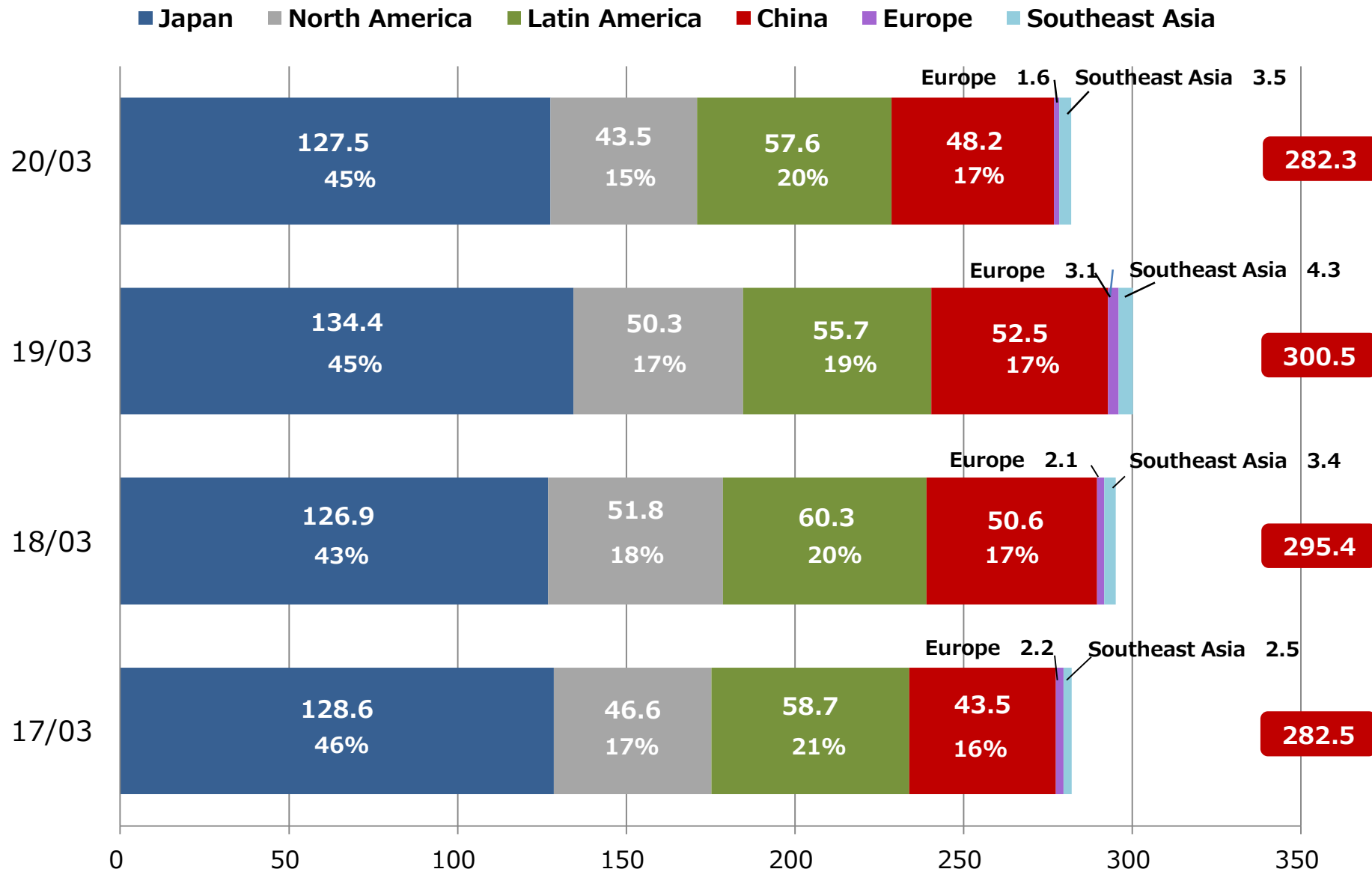
( Unit: billion yen )

■ Honda ■ Nissan ■ Toyota ■ Mitsubishi ■ Other



## Net Sales by Region (Consolidated)

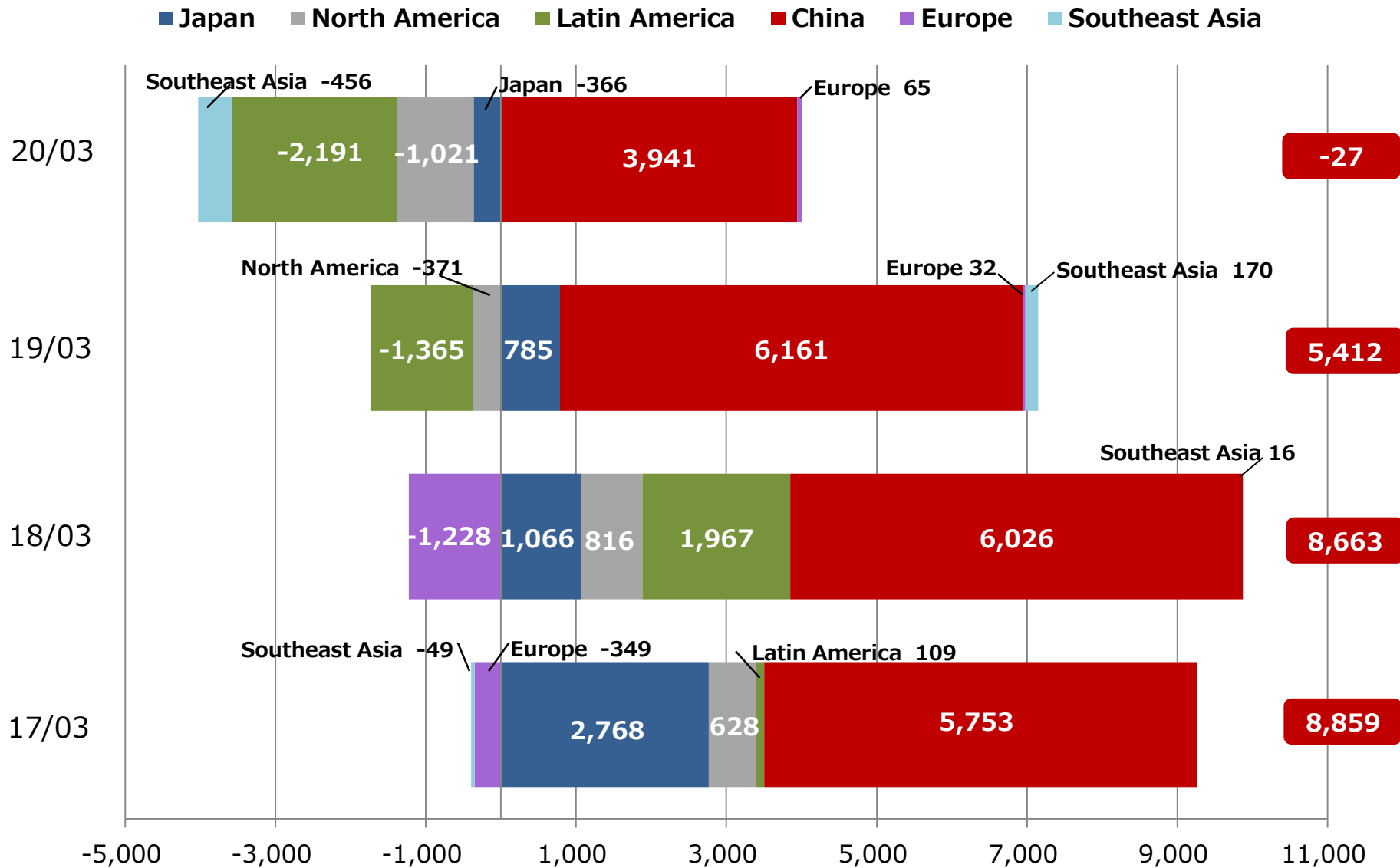
( Unit: billion yen )





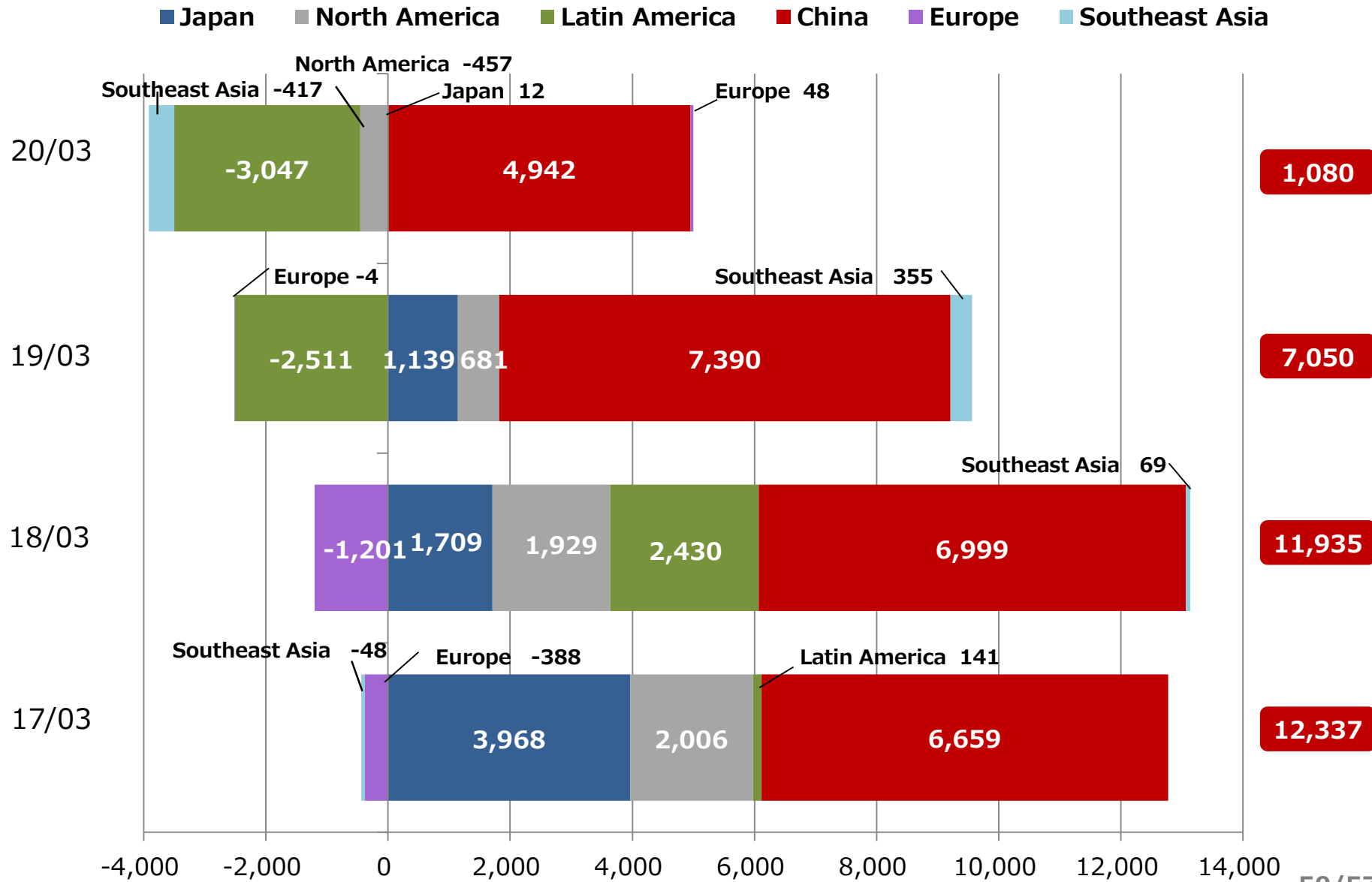
# Operating Income by Region (Consolidated)

( Unit: million yen )



# Ordinary Income by Region (Consolidated)

( Unit: million yen )



As of the end of March 31, 2020

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>	April, 1961	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 Company

# 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 USD		1
<b>TF-METAL Americas Corporation</b>	July, 2000	Michigan, U.S.A .	Business administration/R&D in Americas	*(100.0%)	0 million USD		1
<b>SETEX, Inc.</b>	September, 1987	Ohio, U.S.A.	Manufacturing/sales of automotive seats	*(51.0%)	5 million USD	HONDA (U.S.A.), ADIENT	1
<b>TACHI-S Automotive Seating U.S.A., LLC</b>	December, 2005	Tennessee, U.S.A.	Manufacturing/sales of automotive seats	*(100.0%)	22 million USD	NISSAN (U.S.A.)	1
<b>TechnoTrim, Inc.</b>	November, 1986	Michigan, U.S.A .	Manufacturing/sales of automotive seat trim parts	*(49.0%)	120 thousand USD	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 USD	TAS-U.S.A., TACHI-S Mexico, ADIENT	1
<b>TACHI-S Canada, Ltd.</b>	September, 2004	Nova Scotia, Canada	Business administration in Canada	*(100.0%)	12 million CAD		1

1. Consolidated subsidiary

6 Companies

2. Consolidated affiliate

1 Company

\* (including subsidiaries' equity)

# 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%)	2,184 million MXN		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 USD	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 USD	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%)	27 million USD	TACHI-S Mexico, TF-METAL 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%)	275 million BRL	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>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>Hunan TACHI-S Automotive Seating Co., Ltd.</b>	July, 2012	Hunan, China	Manufacturing/sales of automotive seats	*(51.0%)	40 million RMB	GAC Mitsubishi Motors	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
<b>Wuhan TACHI-S Adient Automotive Seat Co., Ltd.</b>	June, 2008	Hubei, China	Manufacturing/sales of automotive seats	50.0%	43 million RMB	Dongfeng HONDA	1
<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>Zhengzhou Taizhixin Automotive Seating Co., Ltd.</b>	June, 2019	Henan, China	Manufacturing/sales of automotive seats and seat parts	(49.0%)	90 million RMB		4

The company changed its name in April, 2020

New establishment

\* (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

Company	Established	Location	Business Contents	Equity participation	Capital	Major Customers	Scope of consolidation
<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>Lear Dongshi TACHI-S Automotive Seating (Wuhan) Co., Ltd.</b>	November, 2019	Hubei, China	Manufacturing/sales of automotive seats	*(34.0%)	50 million RMB	Dongfeng NISSAN	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	*(82.8%)	142 million RMB	Zhejiang Gee Ju Tai, TACHI-S, TSE-E, TAS-U.S.A.	1
<b>TF-METAL 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>TF-METAL Zhejiang Co., Ltd.</b>	December, 2019	Zhejiang, China	Manufacturing/sales of automotive seat parts	*(82.8%)	251 million RMB	Zhejiang Gee Ju Tai, TACHI-S	1
<b>Zhejiang Fu Chong Tai Automotive Parts Co., Ltd.</b>	March, 2011	Zhejiang, China	Manufacturing/sales of automotive seat parts	*(82.8%)	109million RMB	Zhejiang TACHI-S, TSE-E, TAS-Thailand	1

New establishment

\* (including subsidiaries' equity)



# 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%)	20,647 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 Company