

FY2025 Financial Results

From April 1, 2025 through March 31, 2026

TACHI-S CO.,LTD.

May 26, 2026



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	269.0 billion yen (Consolidated) (Fiscal Year Ended March 31, 2026)
Number of Employees	8,790 (Consolidated) (As of March 31, 2026)
Stock Exchange Listing	Tokyo / Prime Market (Securities Code: 7239)
Business Contents	Manufacturing of automotive seats

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- ▶ **3. Progress of the Medium-term Management Plan (TVE*)**

* Transformative Value Evolution

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FY2025 Financial Results (Consolidated) -YoY and Plan Comparison-

FY2025 Financial Results

(100 million yen)

(Rounded down to the nearest 100 million yen)

	25/3	26/3		Change Rate of change	
	Results	November 2025 Announced Plan Figures	Results	YoY	Plan Comparison
Net sales	2,853	2,640	2,690	-163 -5.7%	+50 +1.9%
Operating income	96	90	116	+19 +20.6%	+26 +28.9%
Ordinary income	107	110	138	+30 +28.2%	+28 +25.5%
Net income attributable to owners of parent	113	80	92	-20 -17.8%	+12 +16.2%

<26/03 YoY Overview>

- ◆ Net sales decreased due to a decline in sales volume in Japan, the closure of the Nissan business in North America, and the conversion of business companies in China to equity method affiliate. Operating income increased as a result of ongoing efforts to improve profitability and the effects of structural reforms.
- ◆ Ordinary income increased despite a decrease in dividends and interest recovery from affiliated companies recorded in the previous period, due to reduced exchange rate losses resulting from the weaker yen. Net income attributable to owners of parent decreased due to an absence of gains from the sale of fixed assets and gains from the sale of shares in affiliated companies and others in the previous period.

Factors of Changes in Results (Consolidated) -YoY-

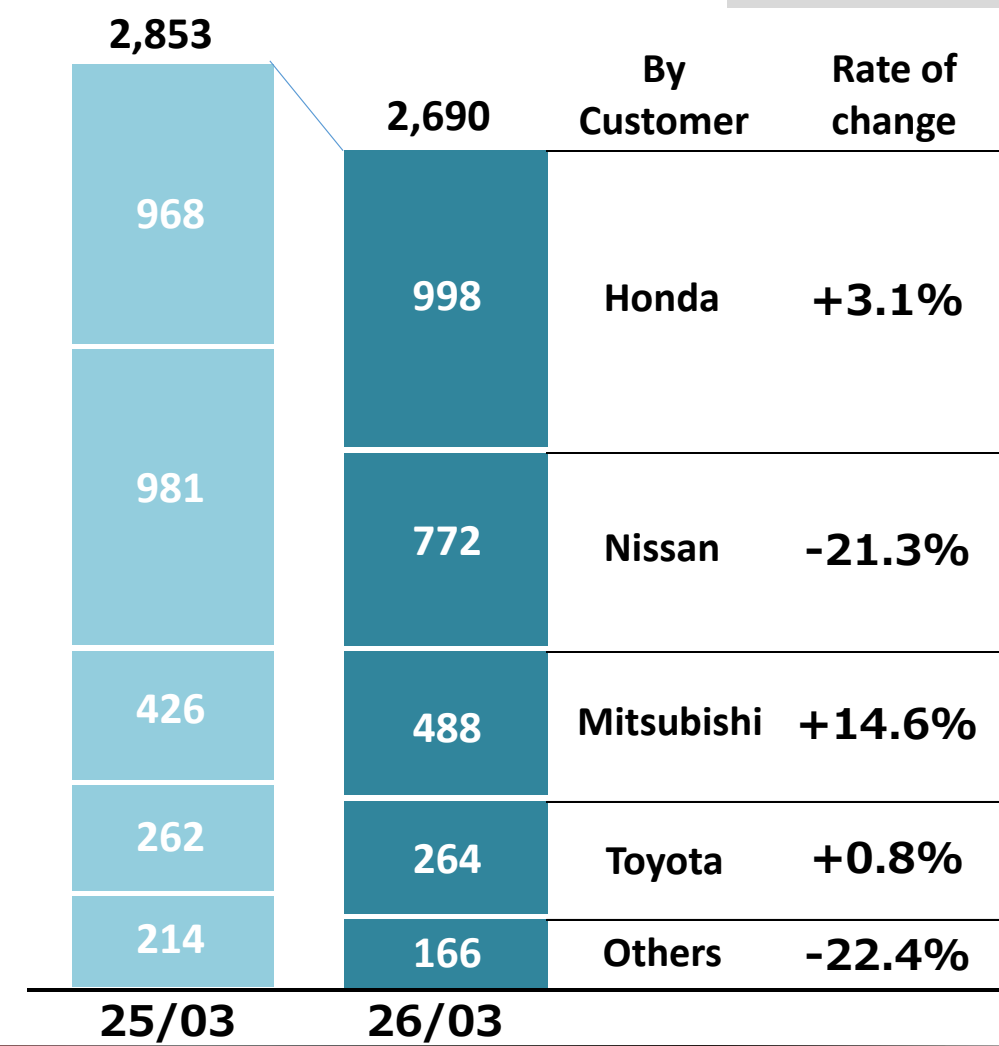
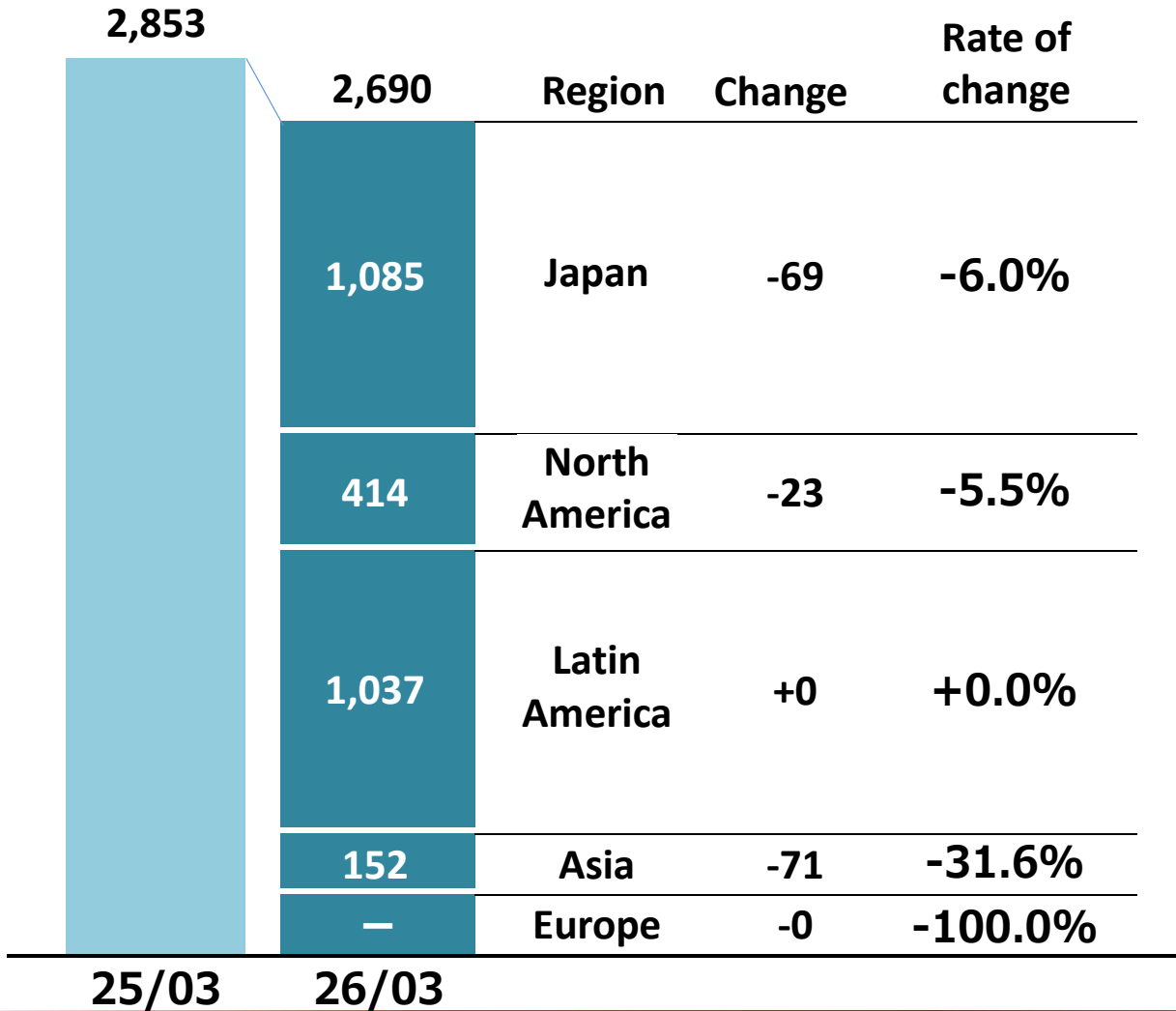
(100 million yen) (Rounded down to the nearest 100 million yen)

FX Rates	
25/03	26/03
USD 150.88	USD 150.23
MXN 8.31	MXN 7.76
RMB 20.98	RMB 20.81

Net sales

By Region

By Customer

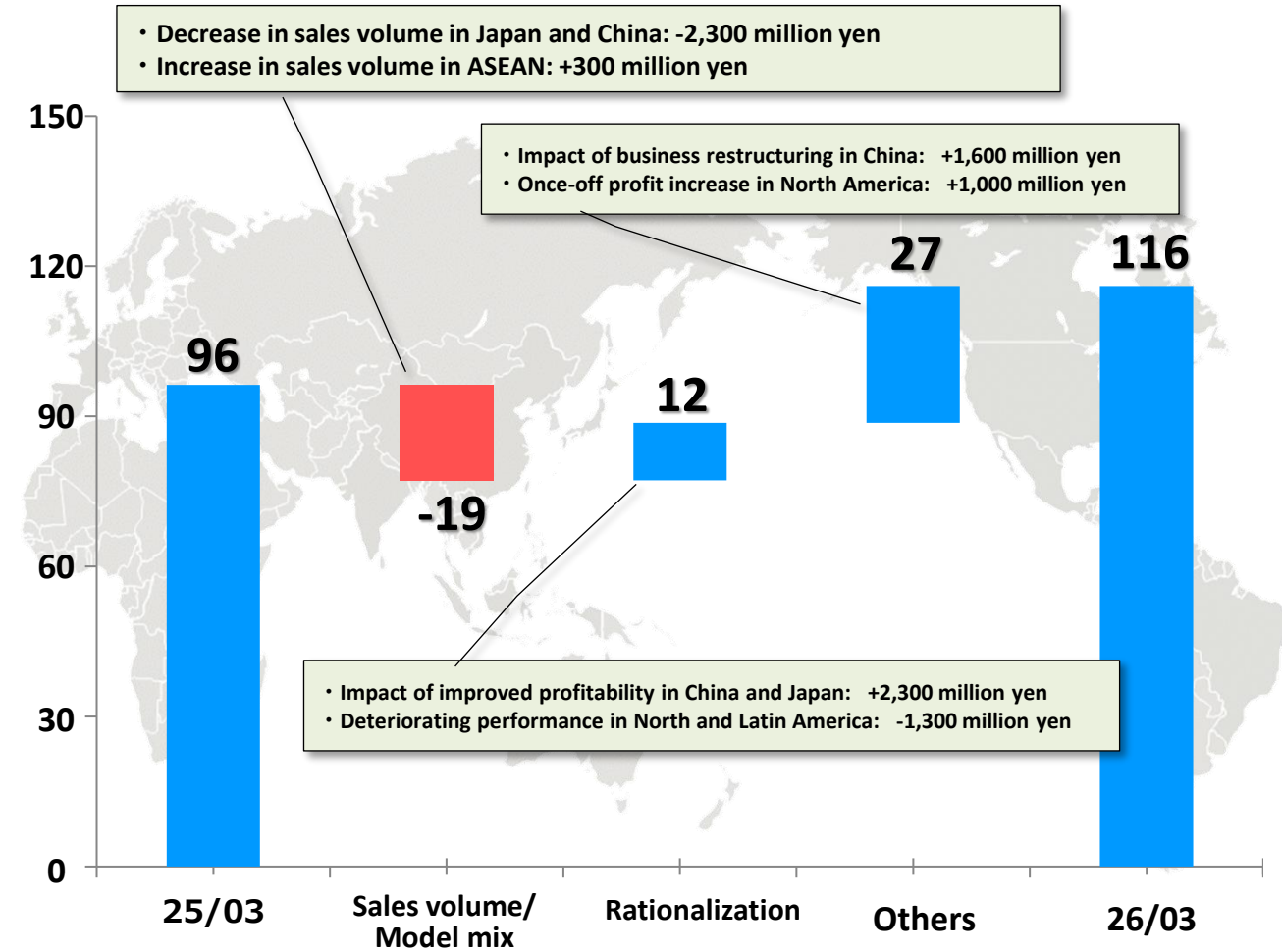
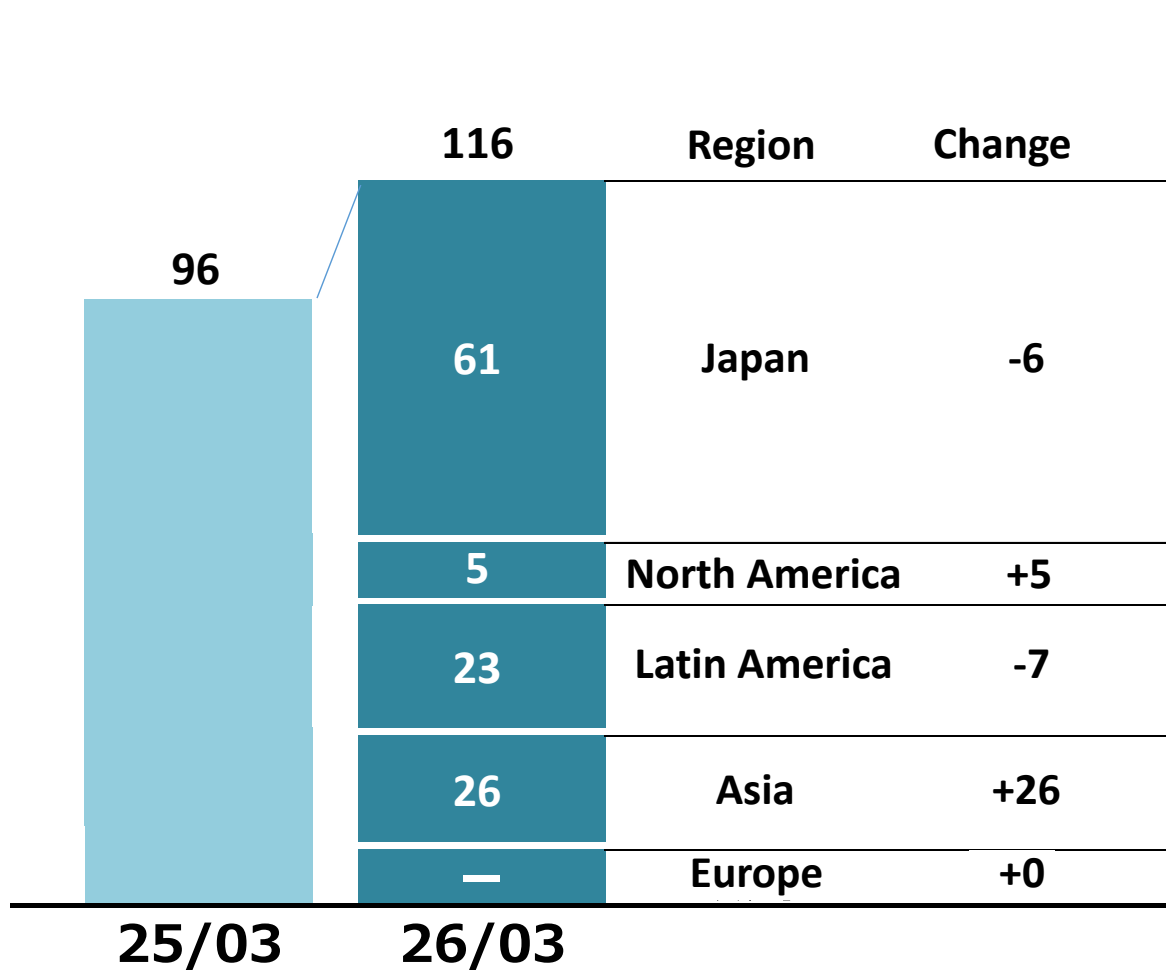


Factor Analysis of Changes in Operating Income (Consolidated) -YoY-

Operating Income

➤ Strong profit growth due to ongoing efforts to improve profitability and the effects of business restructuring

(100 million yen) (Rounded down to the nearest 100 million yen)

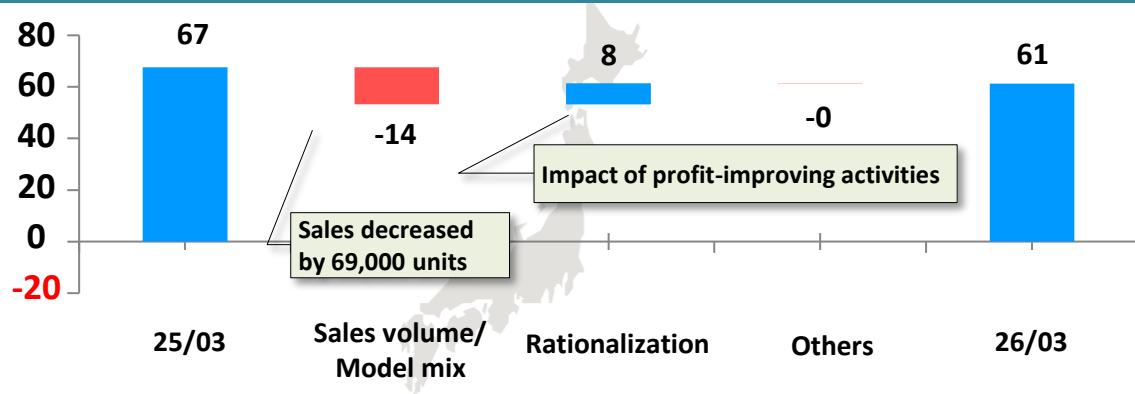


Factor Analysis of Changes in Operating Income (Consolidated) -YoY- By Region

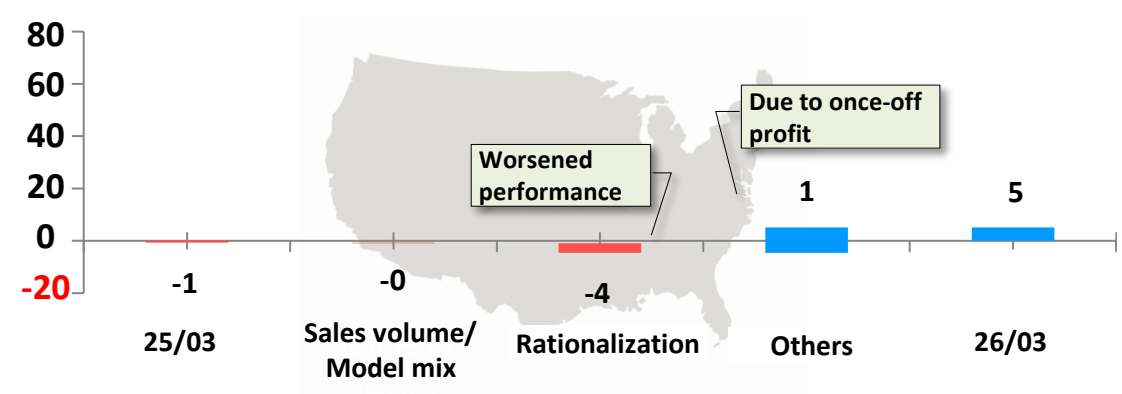
Operating Income

(100 million yen) (Rounded down to the nearest 100 million yen)

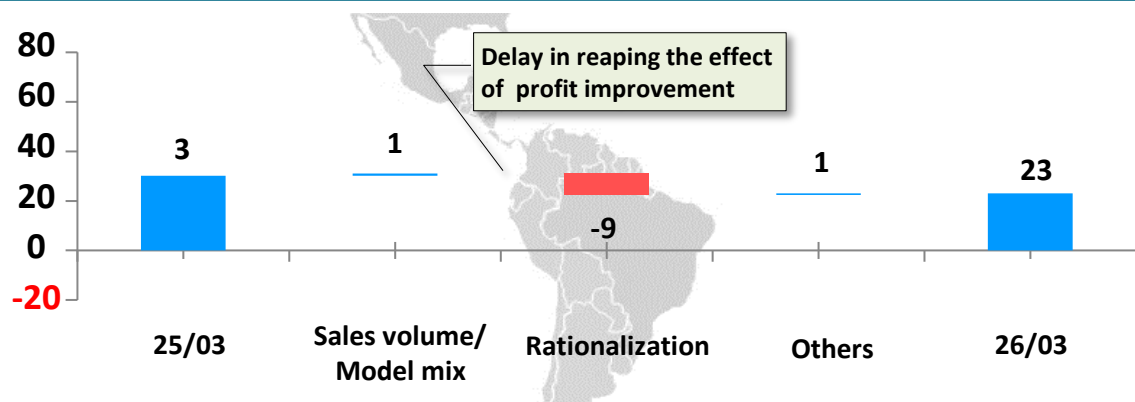
[Japan] Recovered lost profits through profit-improving activities



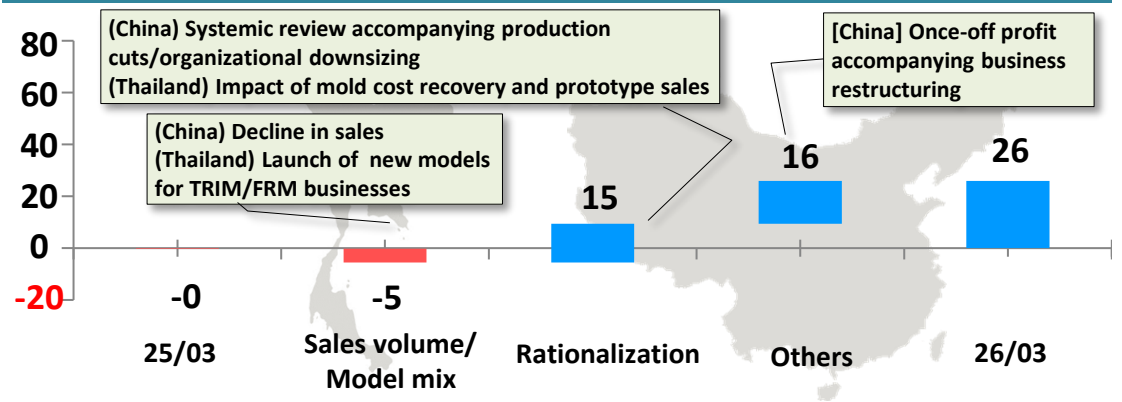
[North America] Achieved profitability through business restructuring and a one-off profit increase



[Latin America] Targets not met despite rationalization efforts



[Asia] Business restructuring / Increase in parts business

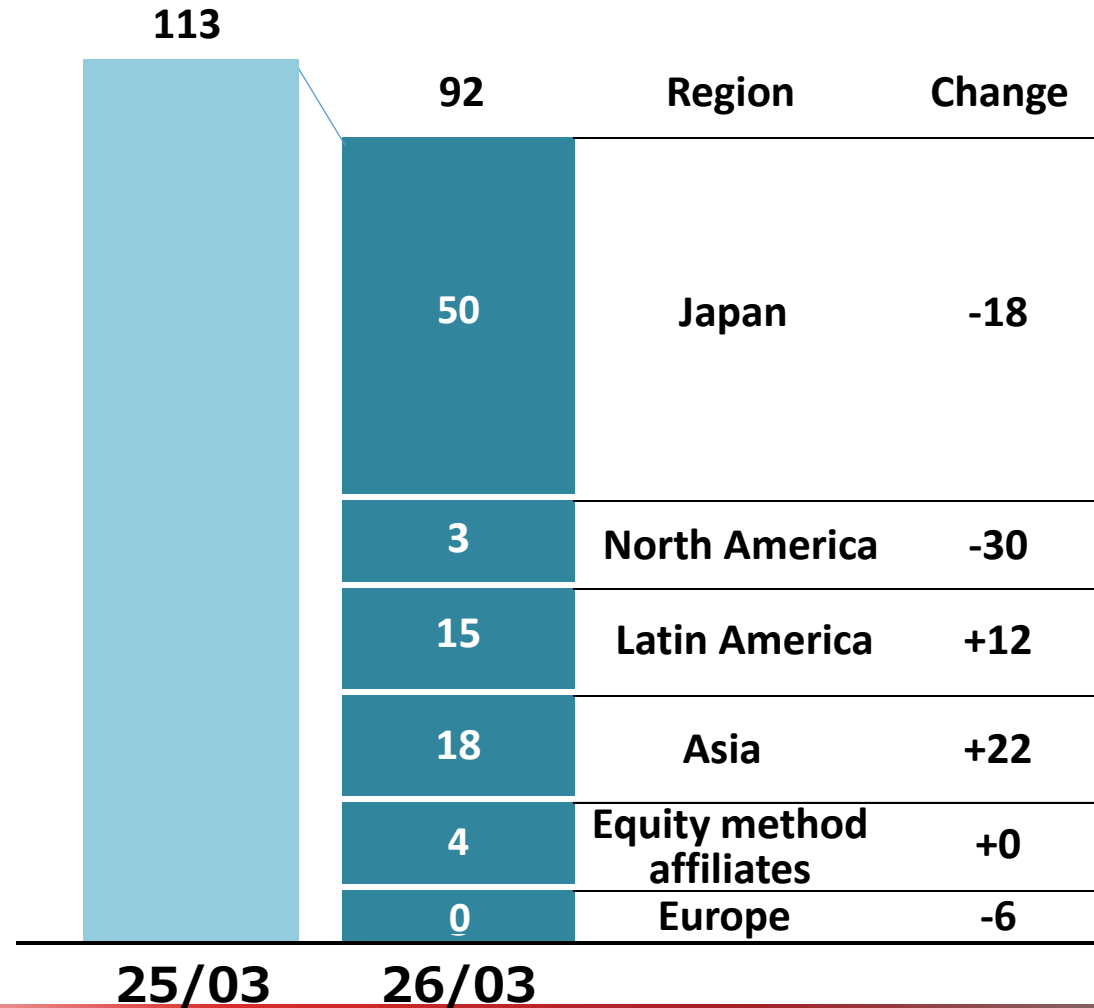


Factors of Changes in Net income (Consolidated) -YoY-

Net Income*

(100 million yen)
(Rounded down to the nearest 100 million yen)

* Net income attributable to owners of parent



➤ Profit decreased due to an absence of gains from the sale of fixed assets and gains from the sale of shares in affiliated companies and others in the previous period

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FY2026 Financial Forecasts (Consolidated)

(100 million yen) (Rounded down to the nearest 100 million yen)

	26/3	27/3	Change	Rate of change (%)
Net sales	2,690	2,700	+9	+0.4
Operating income	116	120	+3	+3.4
Ordinary income	138	130	-8	-5.9
Net income attributable to owners of parent	92	86	-6	-7.5

<FY2026 Forecast> *This forecast does not reflect the impact of the TOYO H&I merger announced on April 10th.

- ◆ Net sales are expected to increase slightly, despite the impact of a decrease in sales volume in Latin America, due to the impact of an increase in sales volume from customers in Japan, North America and Asia. Operating income is expected to increase, despite the absence of the business restructuring in China in the previous fiscal year and the absence of once-off earnings in North America, due to an increase in sales volume in each region and the effect of improved productivity in Latin America.
- ◆ Ordinary income is expected to decrease due to exchange rate fluctuations, although an increase in profits is anticipated for equity method affiliates. Net income attributable to owners of parent is expected to decrease due to exchange rate impact, despite the effect of reduced business restructuring costs in the previous fiscal year.

Factors of Changes in Net Sales Forecasts (Consolidated) -YoY-

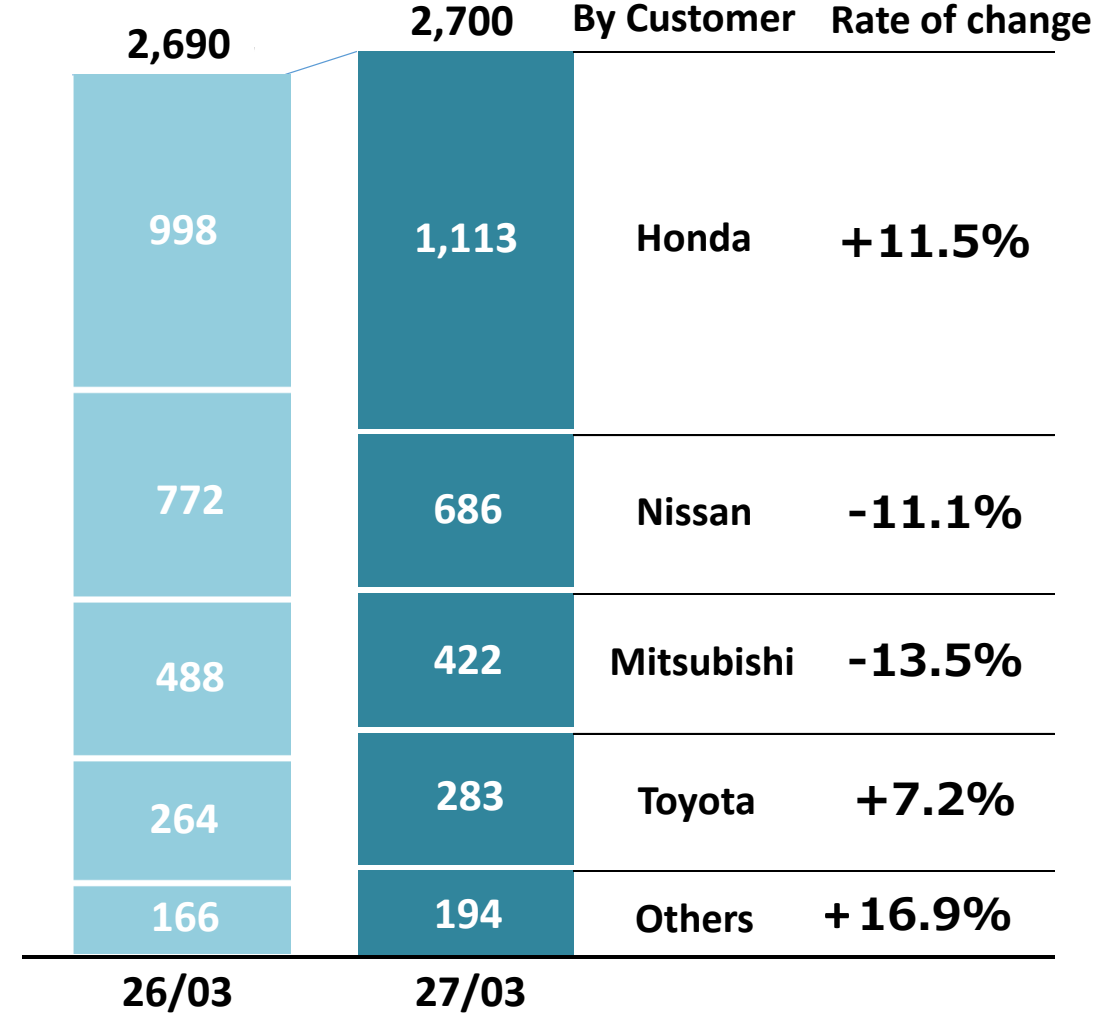
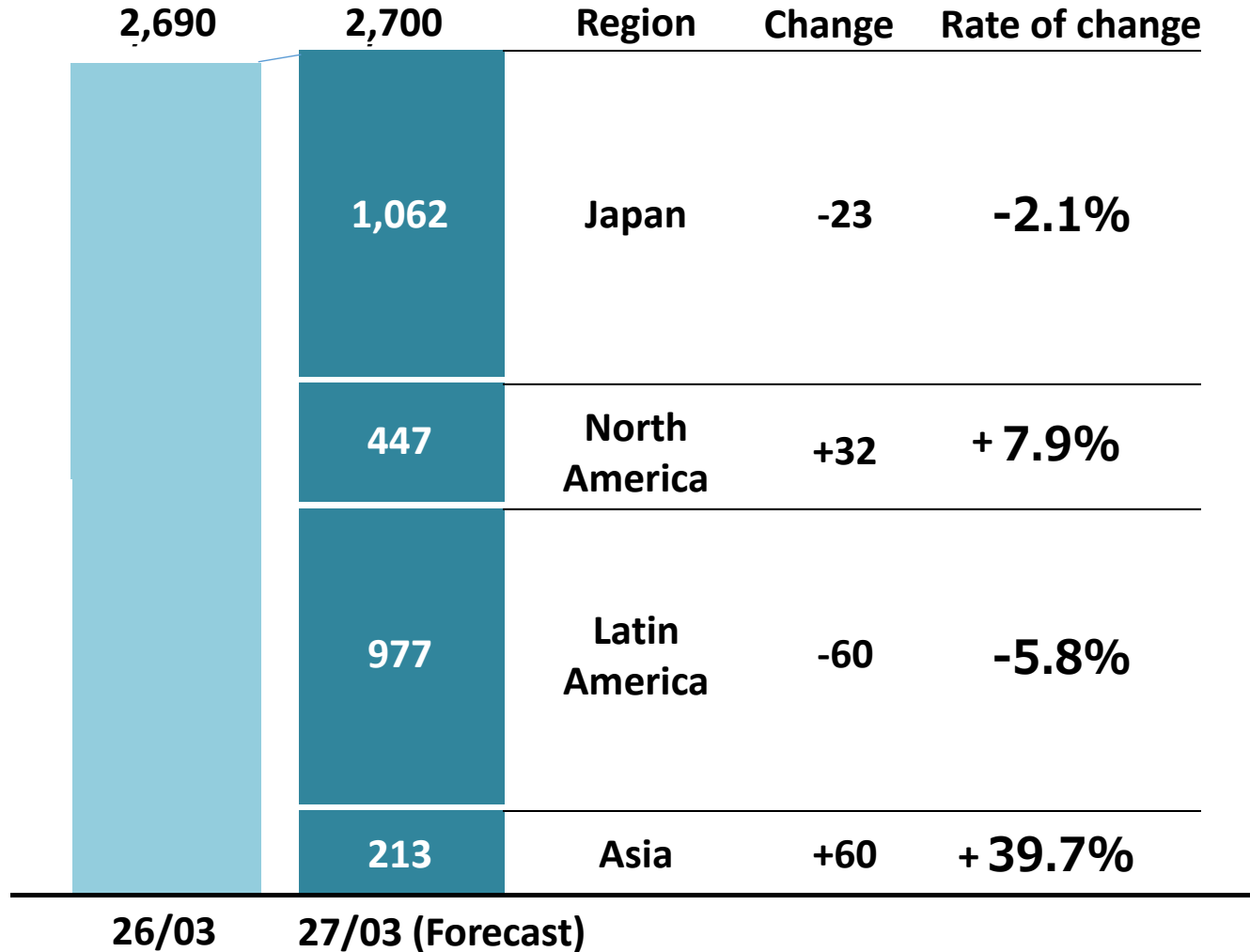
(100 million yen) (Rounded down to the nearest 100 million yen)

FX Rates	
26/03	27/03
USD 150.23	USD 152.00
MXN 7.76	MXN 8.20
RMB 20.81	RMB 22.00

Net sales

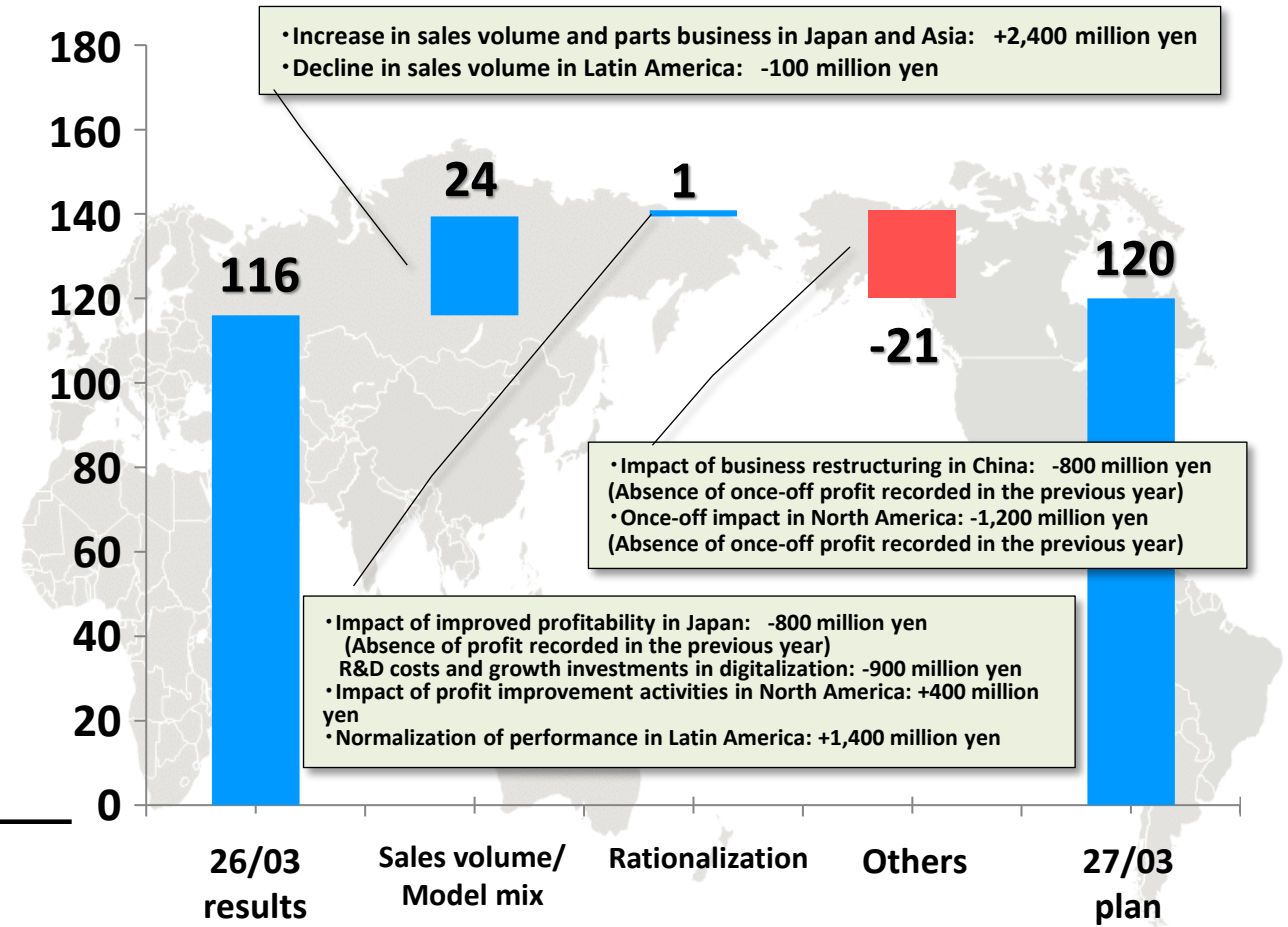
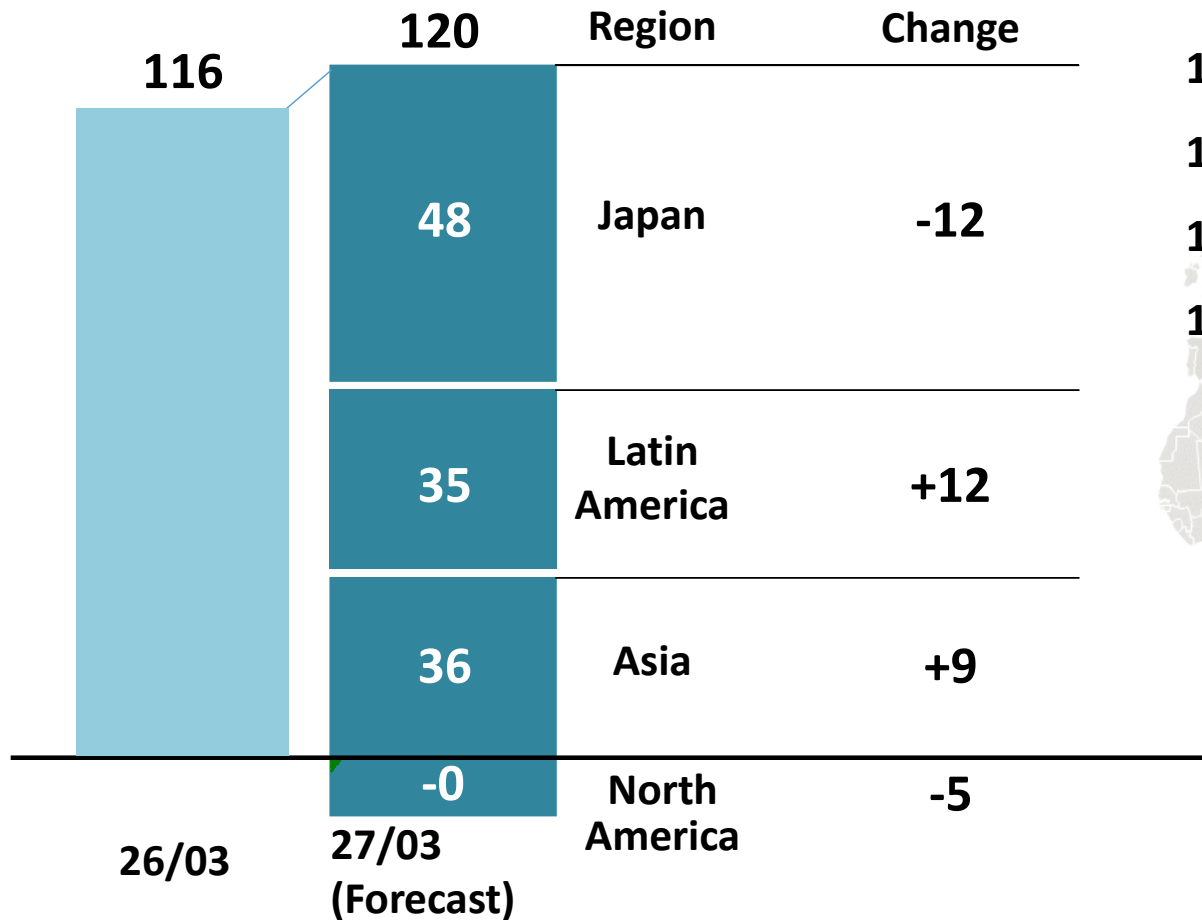
By Region

By Customer



Operating Income


➤ Operating income, driven by increased sales, is expected to exceed the previous period, despite absence of gain in profit from the once-off earnings recorded in the previous year.
(100 million yen) (Rounded down to the nearest 100 million yen)

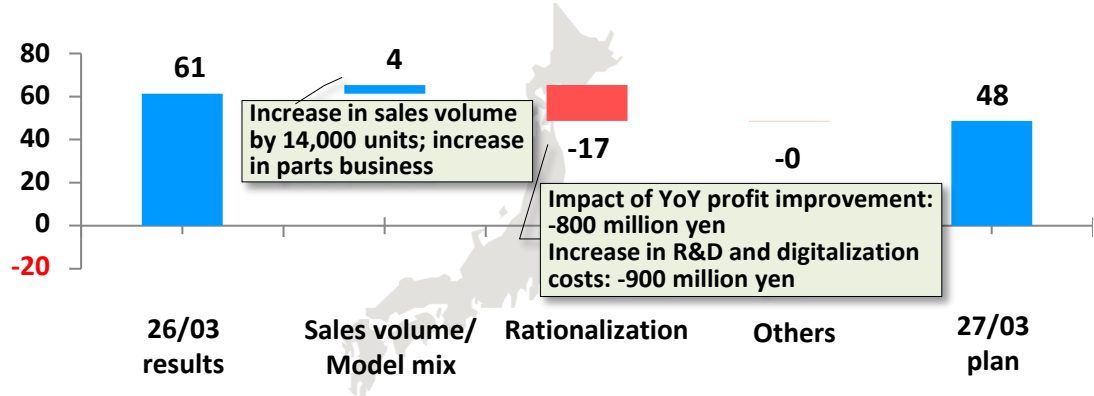


Factors of Changes in Operating Income Forecasts (Consolidated) -YoY- By Region

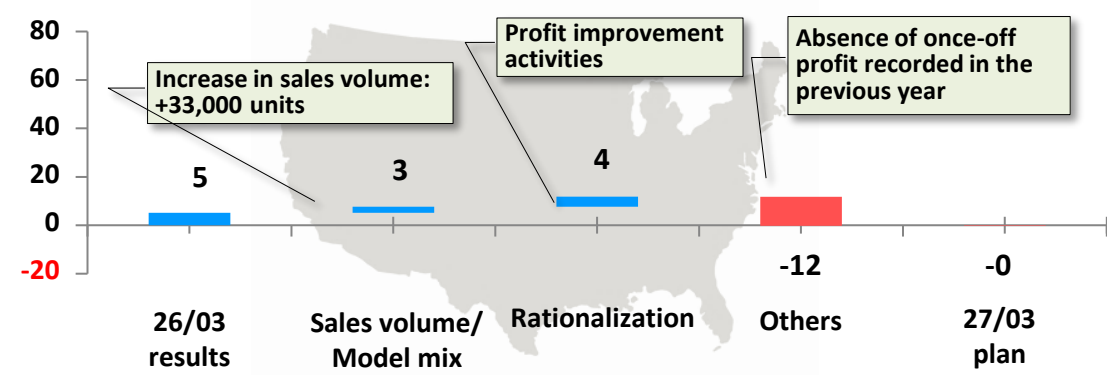
Operating Income

(100 million yen) (Rounded down to the nearest 100 million yen)

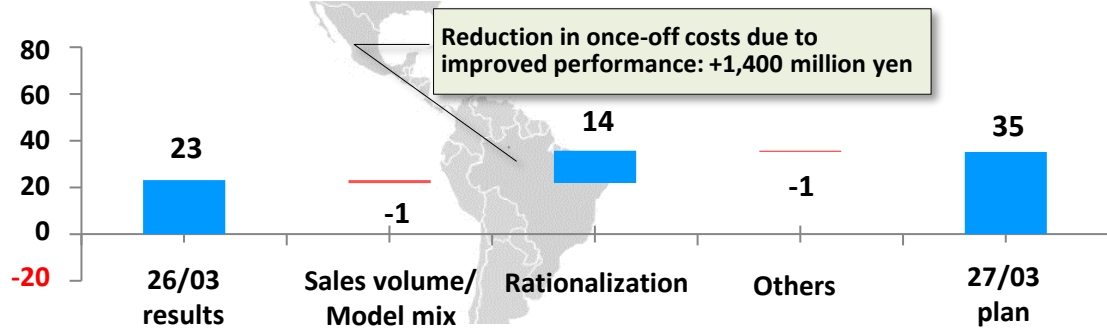
 [Japan] Achieve our operating income target while making investments for growth.



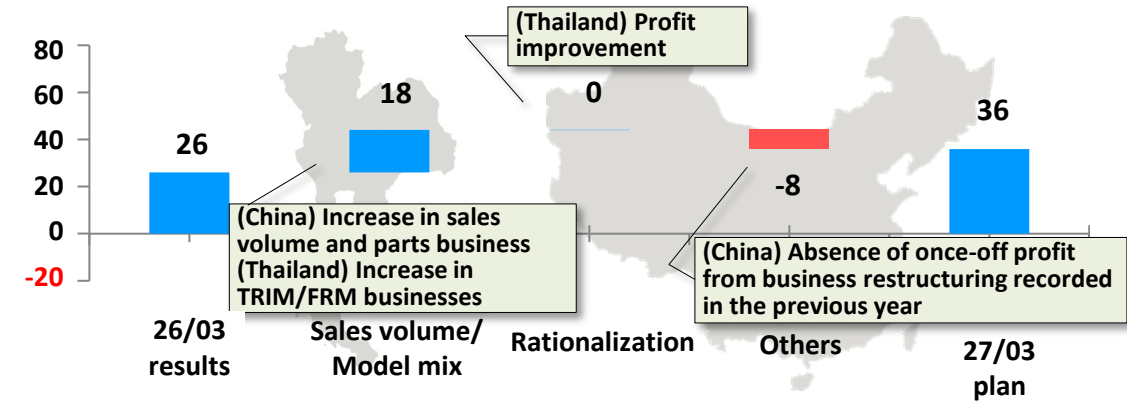
 [North America] Promote rationalization activities to achieve profitability.



  [Latin America] Increase profits through rationalization efforts



  [Asia] Maintain operating income despite a temporary decline in profits / Increase in profits driven by growth in parts business

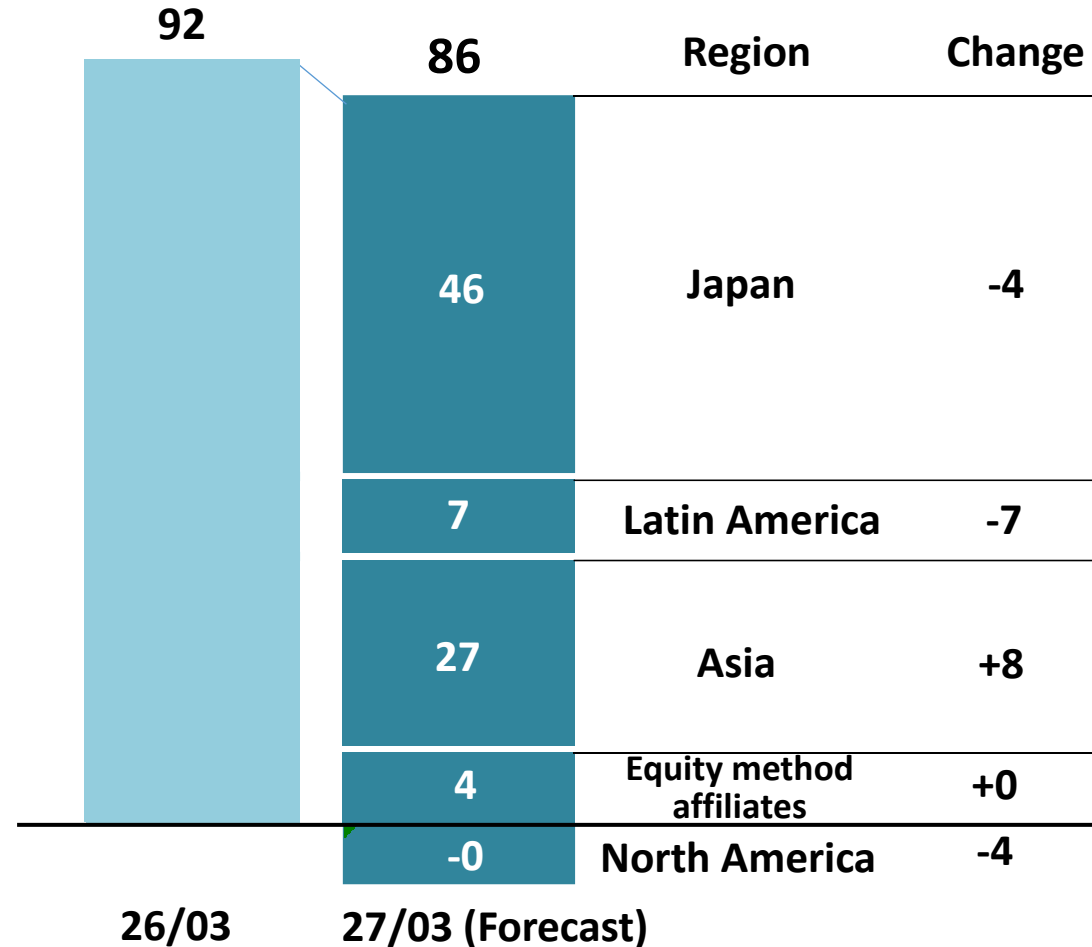


FY2026 Financial Forecasts (Consolidated) -YoY-

Net Income*

(100 million yen)
(Rounded down to the nearest 100 million yen)

* Net income attributable to owners of parent



➤ Expected to decrease, despite a reduction in business restructuring costs recorded in the previous fiscal year

Points for Business Operation Management in FY2026

➤ Amidst an increasingly uncertain business environment, it is crucial to accelerate the PDCA cycle in management and adapt to change.

Overall business risks

Tensions in the Middle East	<p>Parts procurement risk</p> <p>Upward pressure on overall costs including energy/raw materials</p>
Uncertainty about the future of the automotive market	<p>Risk of declining sales volume</p>

Overall management points

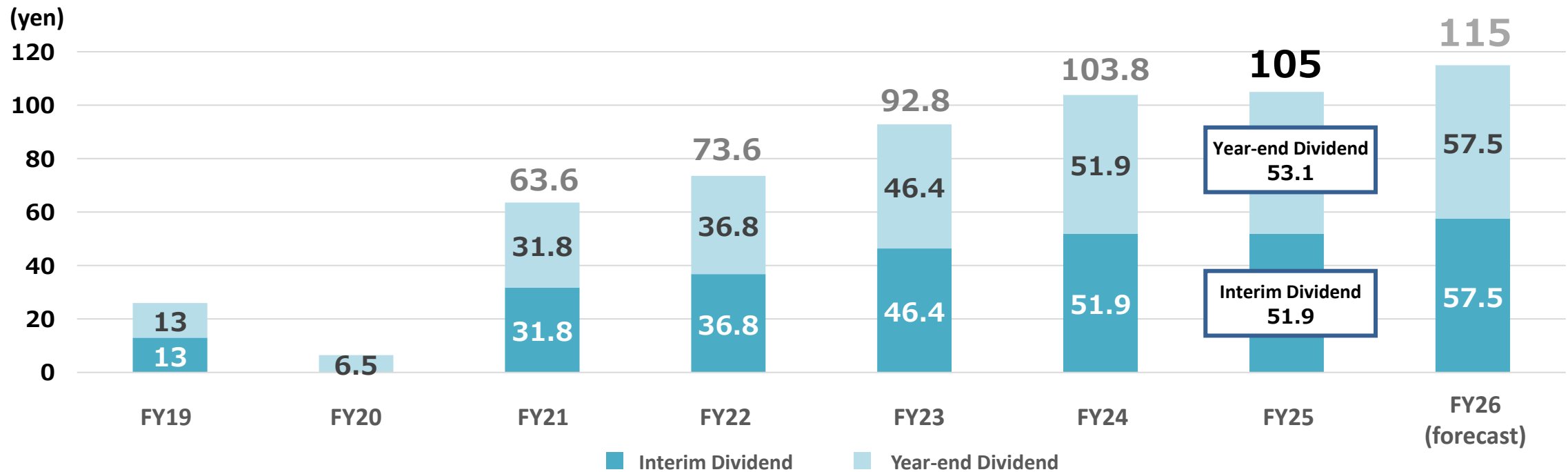
- Thorough parts procurement by visualizing supply chain
- Close communication with customers regarding parts procurement/cost increases
- Appropriate management during production cuts

Key management points by region

- Japan**
 - Manage investments for growth properly and continue with performance management
- North America**
 - Improve performance through strengthening manufacturing (Monozukuri) competitiveness
 - Monitor USMCA developments closely and respond to changes promptly
- Latin America**
 - Improve and stabilize Monozukuri operations
 - Strengthen the management base, including quality
- Asia**
 - (Thailand) Launch new models smoothly and sustain performance
 - (China) Drive up new business wins in parts business

- For FY2025, we have increased the annual dividend to 105 yen and will further increase it to 115 yen for FY2026.
- To steadily execute our shareholder return policy under the Medium-Term Plan TVE Wave2 2027 (targeting a total payout ratio of 50% or more, we will continue to deliver stable and sustainable returns by flexibly combining dividend increases and share buybacks.

Transition of Dividend Amounts



▶ 1. FY2025 Financial Results

▶ 2. FY2026 Financial Forecasts

▶ 3. **Progress of the Medium-term Management Plan (TVE*)**

TVE Wave2 2027 Reminder

“Deepening” Shinkha: Improving value on the existing business sustainability

“Deepening” Shinkha: Strengthening Organizational Sales Capabilities 2.0

“Deepening” Shinkha: Strengthening Monozukuri Competitiveness 2.0

“Deepening” Shinkha: Expanding Business Domains

“Innovating” Shinkha

Strengthening the Management Base

* Transformative Value Evolution

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2030 Vision and New Medium-Term Management Plan TVE Wave2 2027

2030 Vision

In line with our company motto of "mutual respect and cooperation", we will transform value proposition through innovation for improvement in competitiveness and profitability and contribute to the realization of a sustainable society by addressing social issues.

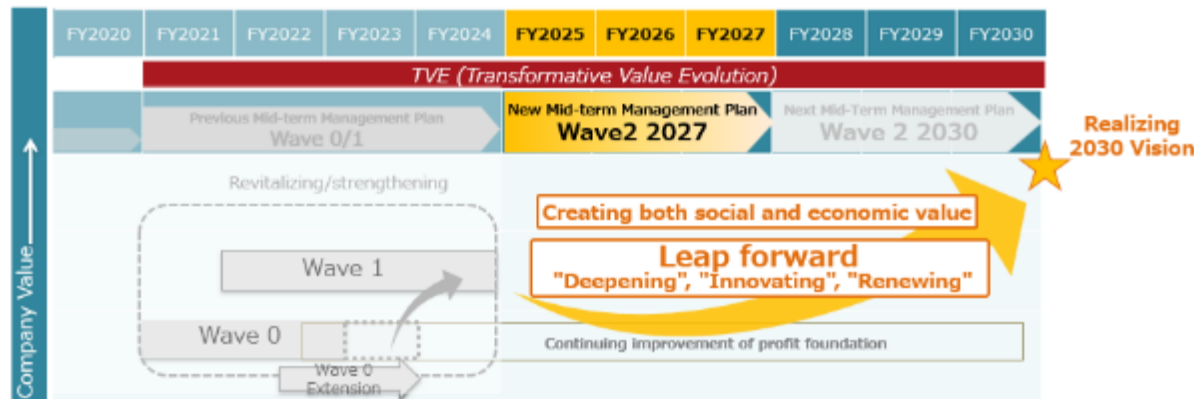
TVE Roadmap

Wave0/1 Phase to revitalize/strengthen through building the foundation

- Improvement of profit structure
- Improvement of capital efficiency

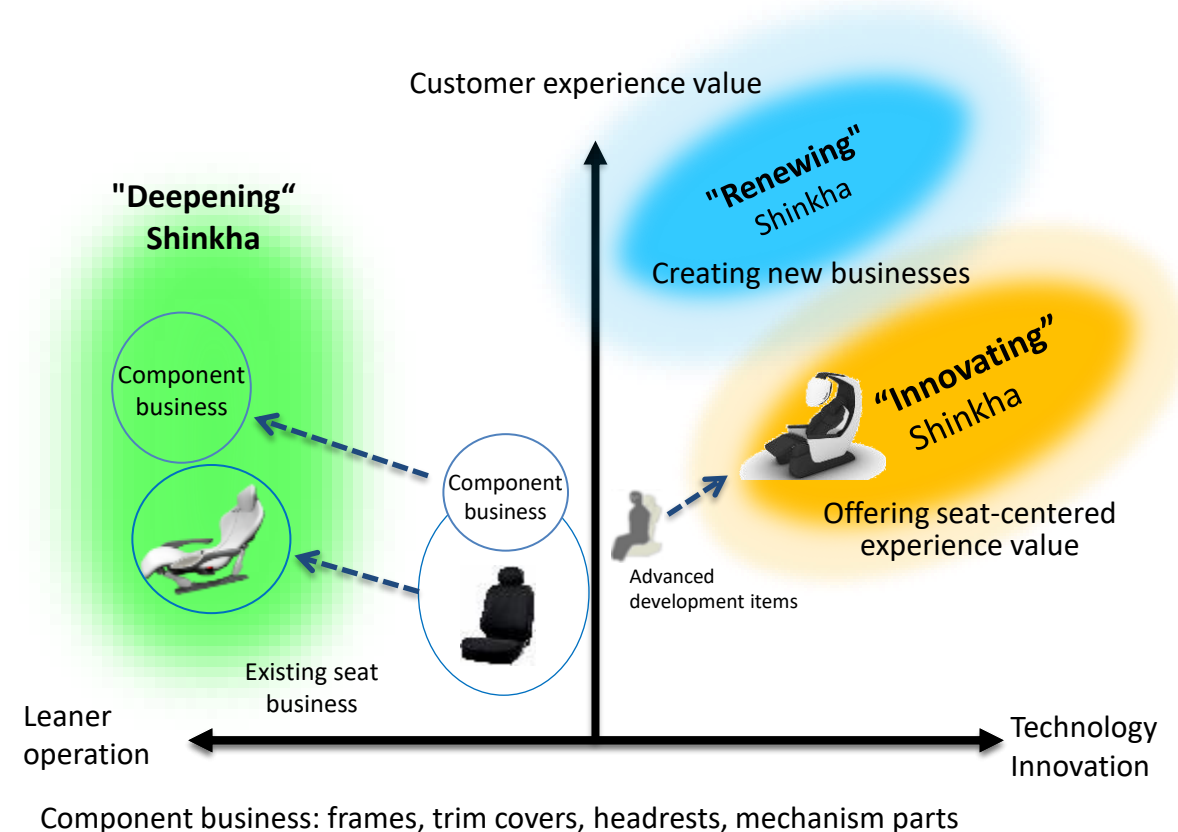
Wave 2 Phase to leapfrog in business growth

- Achieve a balance between creating economic value and social value



Business portfolio

Our position and direction



Strategy Overview

2030 Vision

In line with our company motto of "mutual respect and cooperation", we will transform value proposition through innovation for improvement in competitiveness and profitability and contribute to the realization of a sustainable society by addressing social issues.

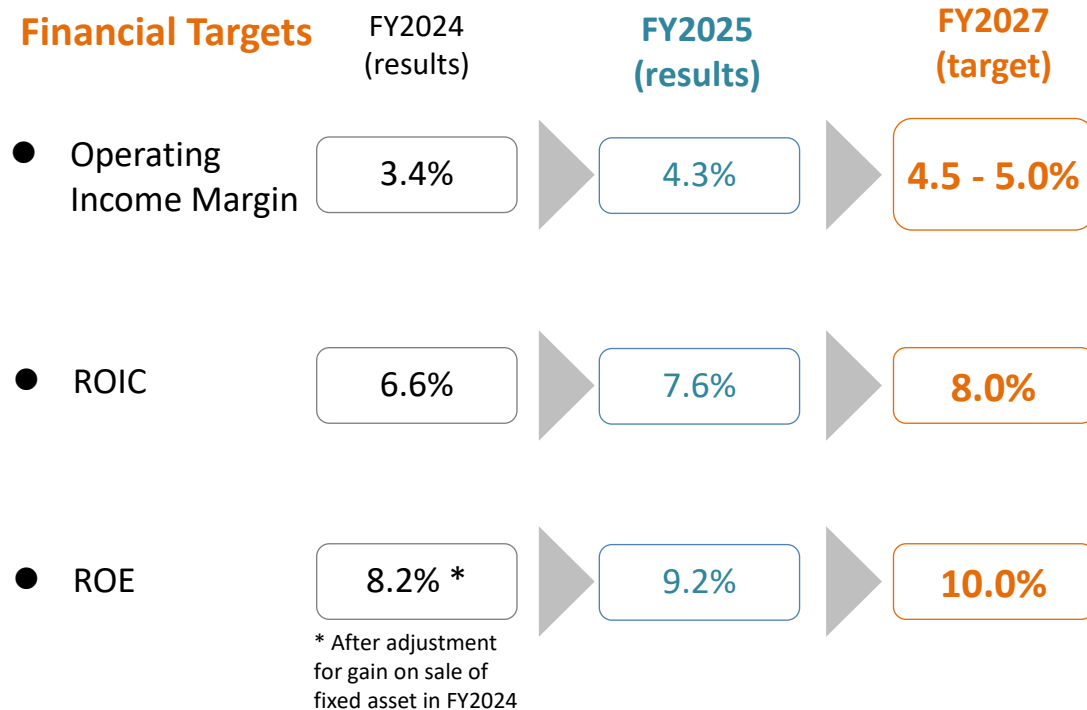


"Deepening"	Improving value on the existing business sustainability Aiming to achieve operating income margin of 4.5%-5.0% in 2027	Sustainability	Promotion of Digital Transformation
	Strengthening organizational sales capabilities 2.0 Enhancement of marketing activities to secure orders for target vehicle models and increase sales toward 2030 and expansion of business areas		
	Strengthening manufacturing competitiveness 2.0 Significant productivity improvements through transformation of global manufacturing processes with maximum utilization of digital technology		
"Innovating"	Approaching the five human senses and provide new experience value centered on seats in the vehicle interior		
"Renewing"	Entering new business areas and leveraging business alliances with Advantage Advisors		
Strengthening management foundation	Promotion of human capital management		
	Financial and capital strategies		
	Safety, Quality and Governance		

Financial Targets

Basic Policy

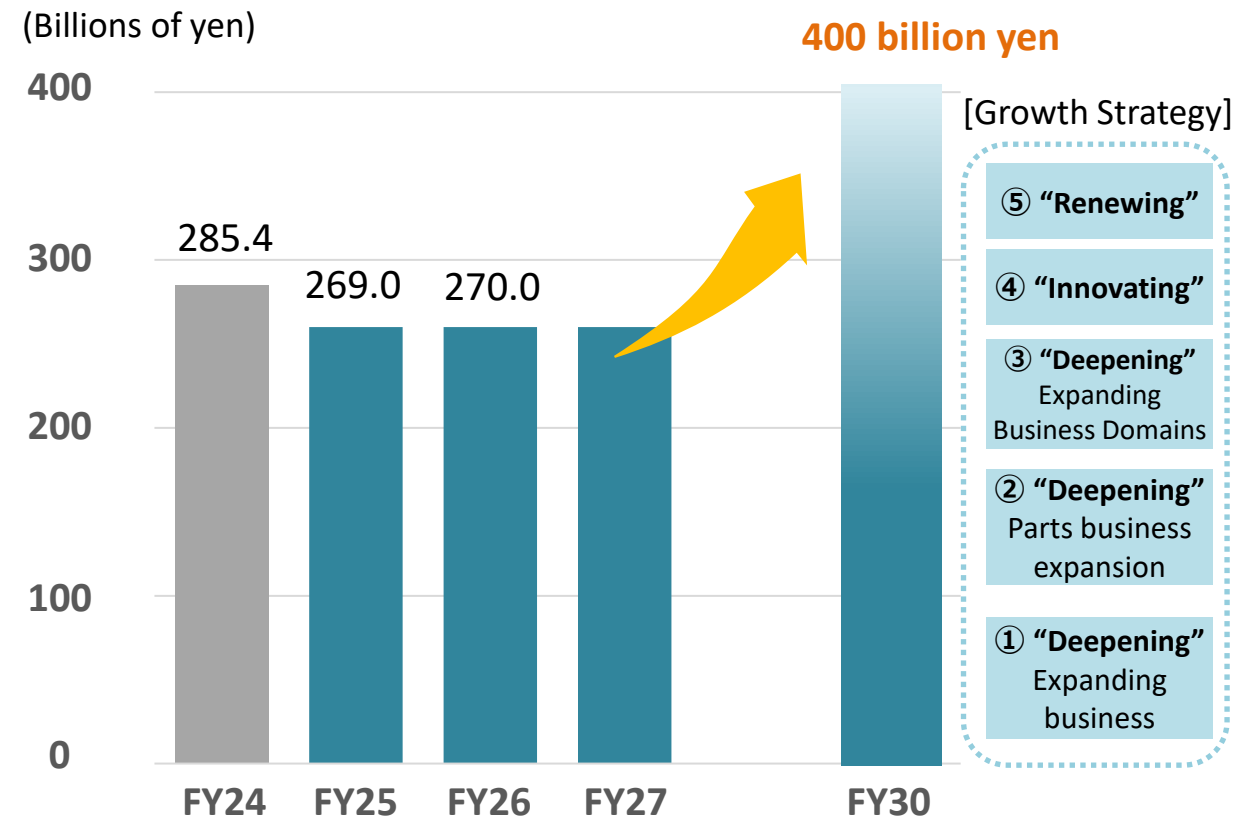
- Our top priority is to further increase our operating income margin while also improving capital efficiency.



Growth Strategy

Basic Policy

- During FY2025-2027, we will implement a growth strategy aimed at increasing net sales to approximately 400 billion yen by fiscal year 2030.



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“Innovating” Shinkha

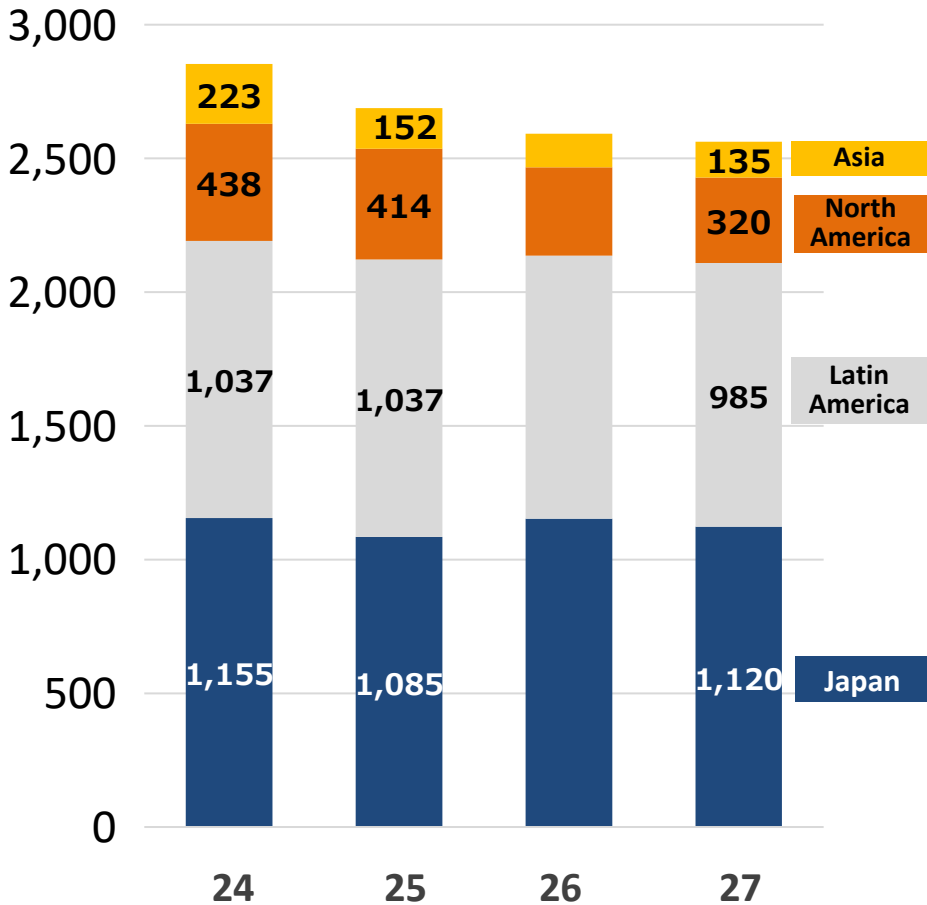
Strengthening the Management Base

* Transformative Value Evolution

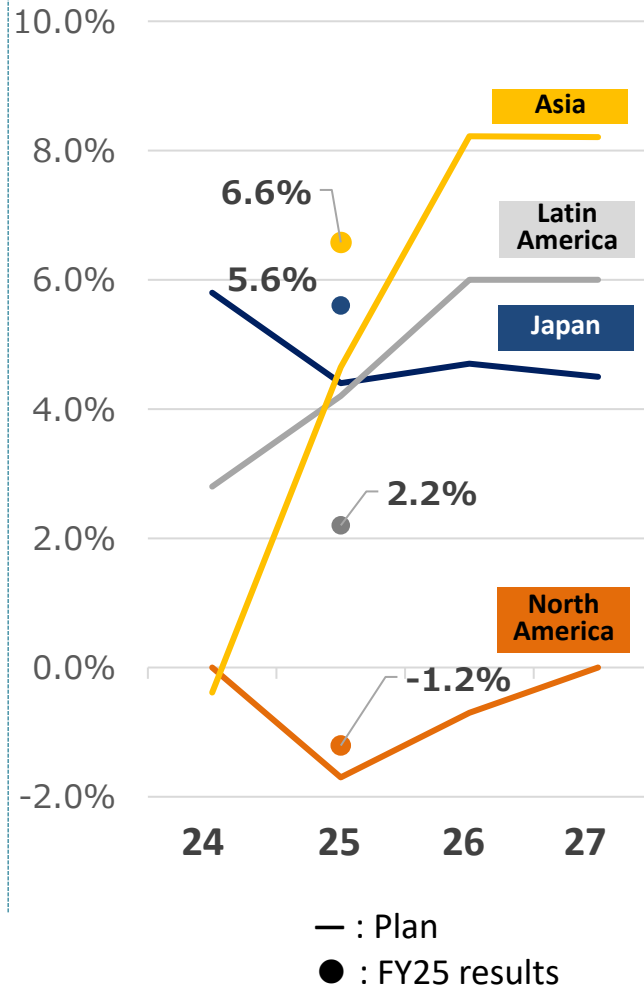
“Deepening” Shinkha: Improving value on the existing business sustainability

(100 million yen)

Sales Breakdown



Operating Income Margin
(Excluding once-off factors)



Region

Points for Management

<p>Asia</p> <p>FY27 operating income margin target: 8.2%</p>	<ul style="list-style-type: none"> (China) Strengthen business by leveraging the strengths of joint venture partners (Thailand) Maintain profitability and pursue further business expansion opportunities
<p>North America</p> <p>FY27 operating income margin target: 0.0%</p>	<ul style="list-style-type: none"> Improve profitability through greater Monozukuri competitiveness Prepare properly for new model introduction Leverage the Group to reduce parts procurement costs
<p>Latin America</p> <p>FY27 operating income margin target: 6.0%</p>	<ul style="list-style-type: none"> Improve and stabilize Monozukuri operations Strengthen the management base, including quality
<p>Japan</p> <p>FY27 operating income margin target: 4.5%</p>	<ul style="list-style-type: none"> Maintain profitability through proper control of group-wide investments for growth and other fixed costs

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Order Acquisition Activities Status

FY2025: Globally, we have received orders for 6 types of seats, 5 types of Seat Trim Covers, and 2 types of mechanism part

- Responding quickly to changes in our clients’ new model strategies to secure orders in each region
 - Acquiring seat business through joint venture partner sales activities in India
- Have laid the foundation for future seat business in India, a growing market



Seat

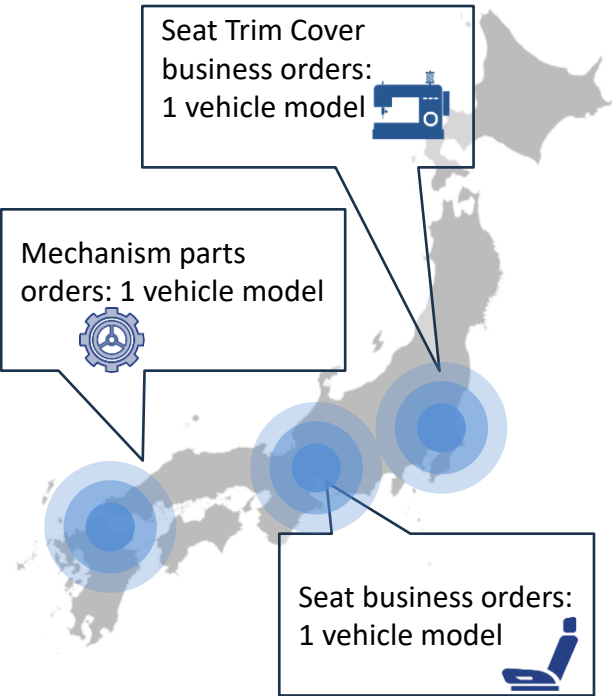


Seat Trim Cover

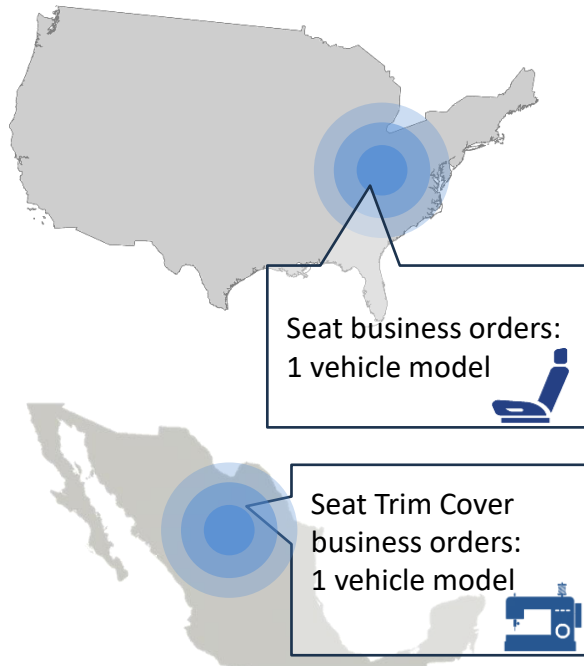


Mechanism parts

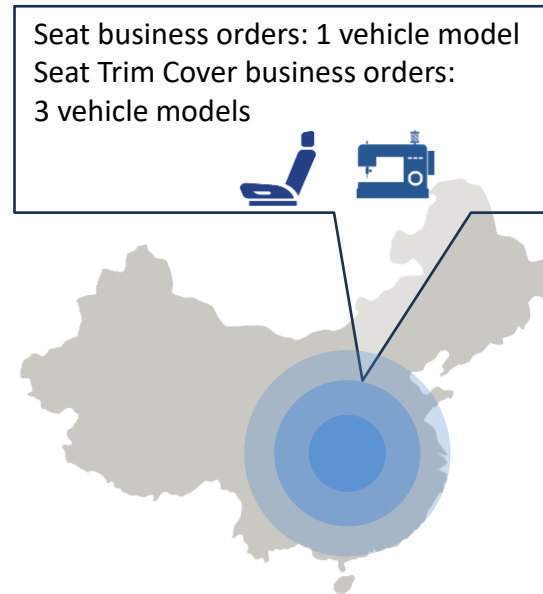
Japan



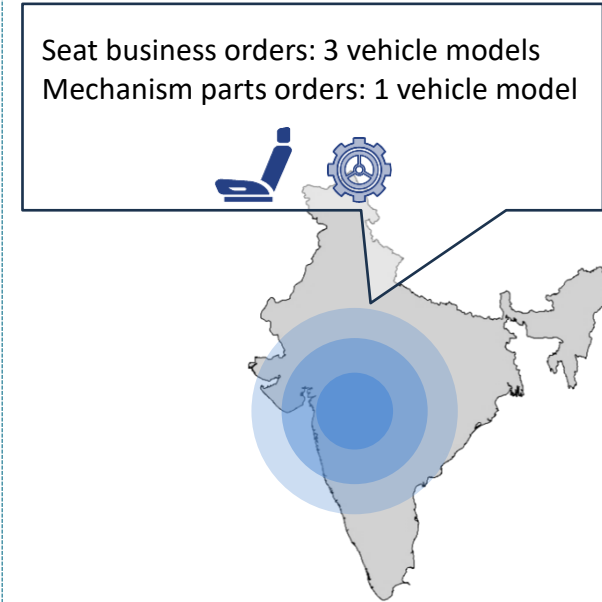
North and Latin America



China



India



We will continue to expand our business from seats to mechanism parts, Seat Trim Covers, and seat frames.

We will build on our seat business track record to aim for further business expansion.

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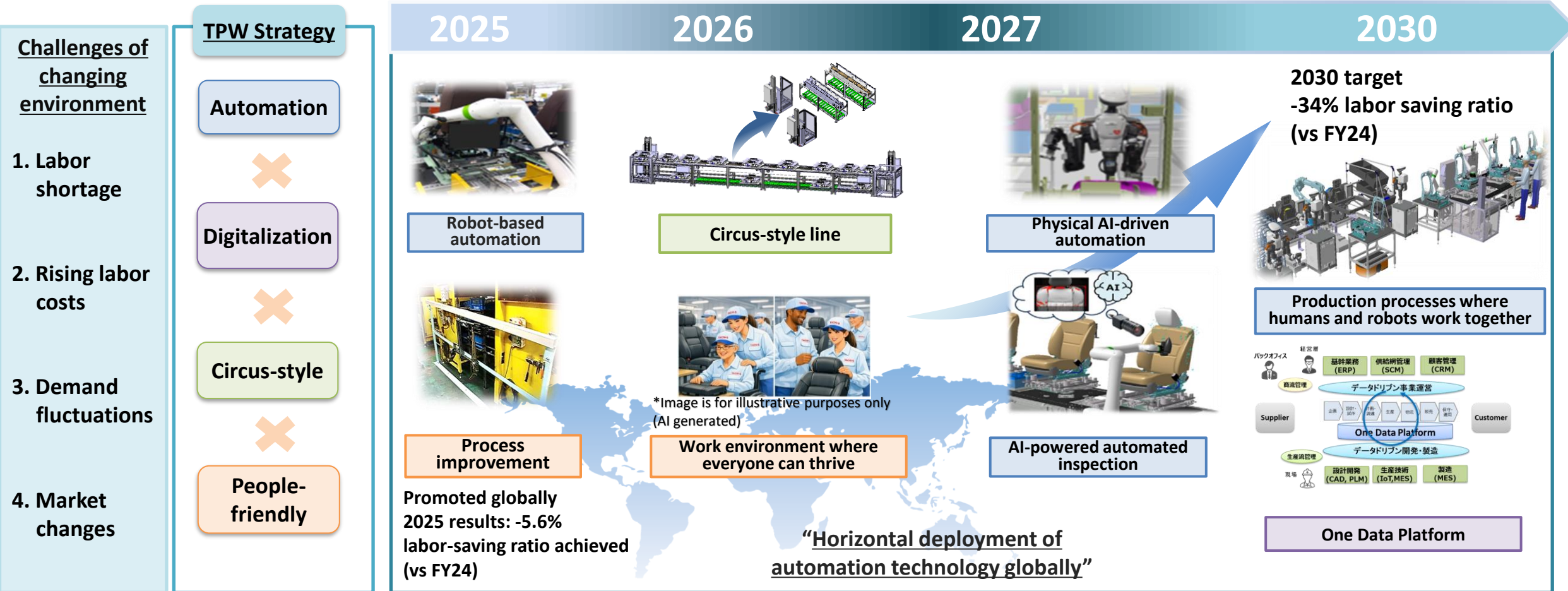
Strengthening the Management Base

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“Deepening” Shinkha: Strengthening Monozukuri Competitiveness 2.0

TPW (TACHI-S Production Way) Strategy Implementation

- We are promoting automation, digital utilization, collaboration between humans and robots, and process improvements to create a production system where everyone can thrive to aim for greater labor-saving achievement
- We are working towards factories that can demonstrate the same competitiveness anywhere, based on a globally unified production philosophy.



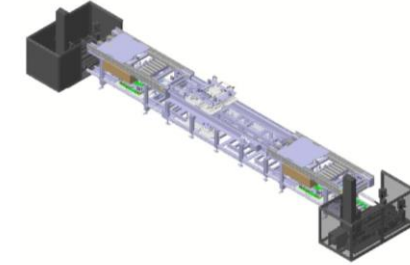
“Deepening” Shinkha: Strengthening Monozukuri Competitiveness 2.0

TPW (TACHI-S Production Way) Strategy Implementation

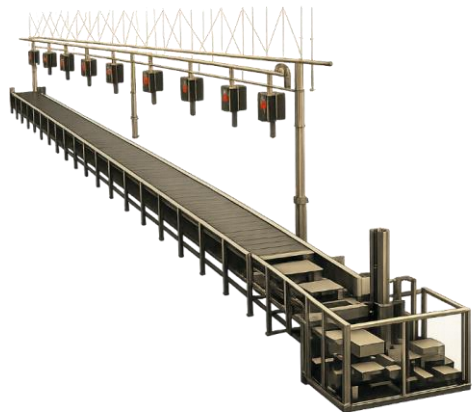
- A "circus-style line" that responds immediately to environmental changes and short-term development

Benefits

- Respond quickly to environmental changes and requirement for short-term development with "circus-style line" that
- Ensure stable supply by positioning equipment flexibly in response to production fluctuations
- Ensure consistent quality and competitiveness globally by using standardized units
- Production is carried out by combining standardized units of equipment for each process, from frame manufacturing and assembly to inspection and shipping



Before : Single integrated structure of dedicated equipment.
Indivisible, difficult to move.



Specifications that make extension and shortening difficult

CHANGE

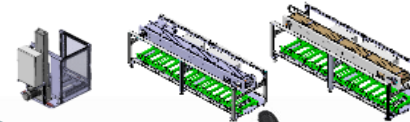
After : Standardized units are modular, making them easy to transport, install, and add to
A system that responds quickly to environmental changes and short-term development

Select a standardized unit from the catalog.
Achieve the optimal configuration in a short time.



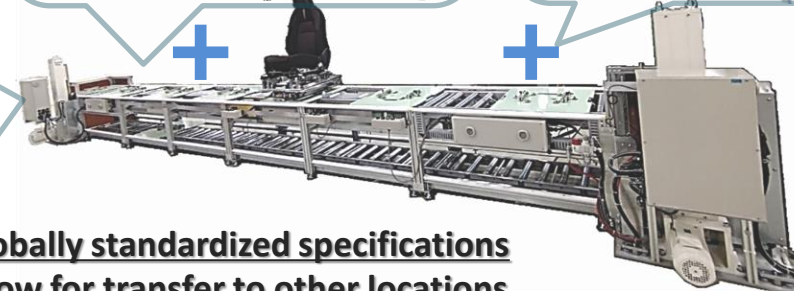
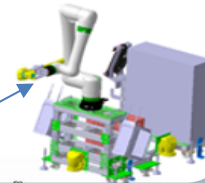
Production preparation period:
12 months → 2 months

Can be expanded in stages to match production volume



Additional automation units can be added

Robot



Globally standardized specifications allow for transfer to other locations

Topic

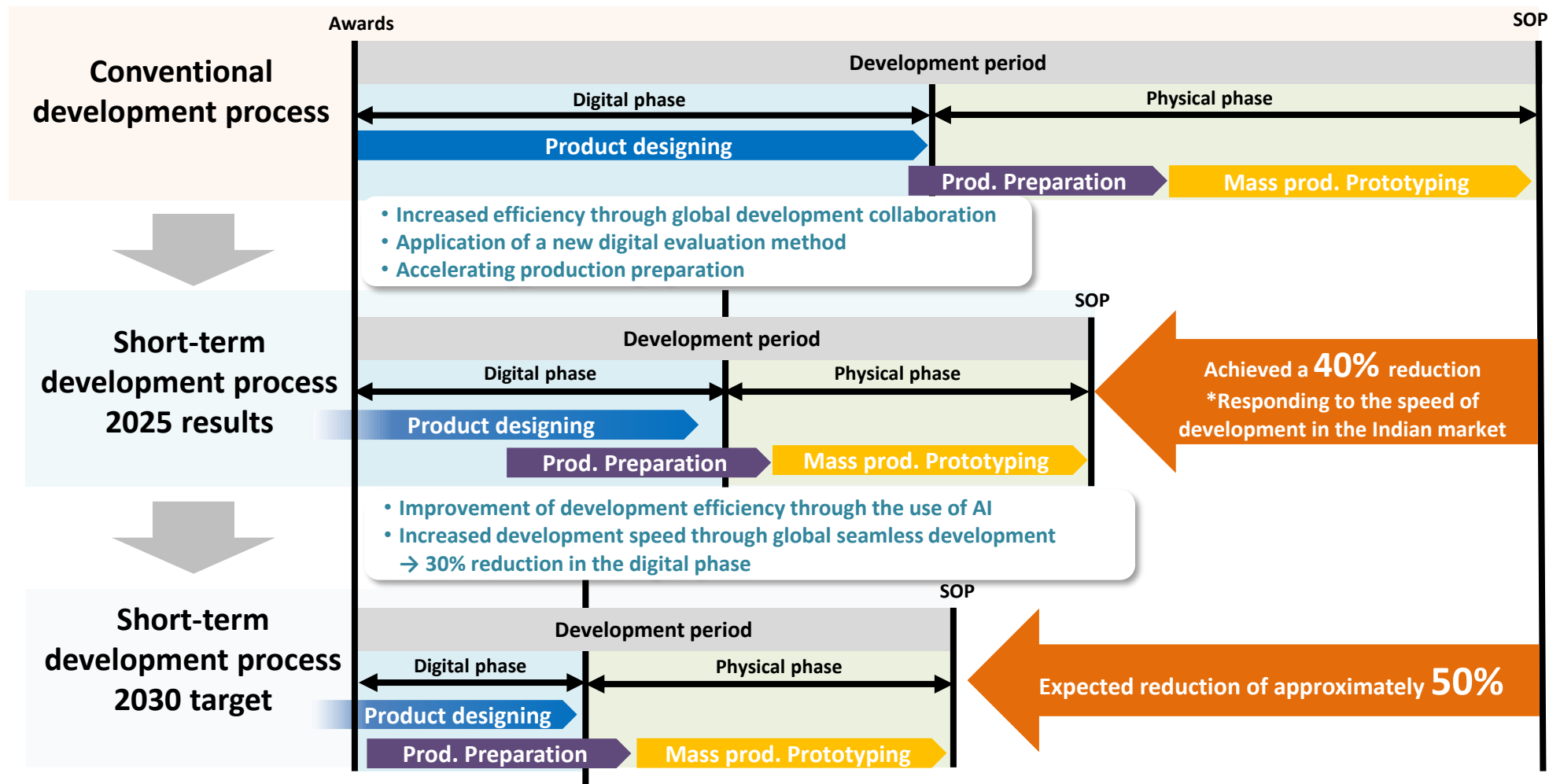
To be introduced to India in FY2026 that requires short-term development



“Deepening” Shinkha: Strengthening Monozukuri Competitiveness 2.0

Transformation of Development Process - Short-term development initiatives -

- Improve the accuracy of digital evaluation to accelerate development
- Strengthen collaboration among global locations to shorten development time



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“Deepening” Shinkha: Expanding Business Domains

“Innovating” Shinkha

Strengthening the Management Base

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“Deepening” Shinkha: Expanding Business Domains

Reproduced from the release dated April 10, 2026

Business Integration of TOYO H&I Co., Ltd. (Announced on April 10, 2026)

Vision

- Combine the customer bases and business domains of TACHI-S and the TOYO H&I Group to develop each company’s businesses and enhance corporate value
- Enhance product competitiveness by mutually leveraging and complementing the technologies, know-how, and resources possessed by TACHI-S and the TOYO H&I Group, as well as by utilizing and sharing parts of each company

Objectives

1 Enhancing the Customer Portfolio

2 Mutual Utilization of Products and Maximizing Asset Utilization

3 Optimizing Development Resources and Creating Technological Innovation

4 Expanding Business Domains

① Enhancing the Customer Portfolio

- TACHI-S will further strengthen its customer portfolio as an independent seat manufacturer by adding Mazda and Suzuki, clients of the TOYO H&I Group, thereby expanding opportunities to secure new business in the future

Net sales by customer ⁽¹⁾

■ Nissan ■ Honda ■ Mitsubishi ■ Toyota ■ Mazda ■ Suzuki ■ Others

Current state

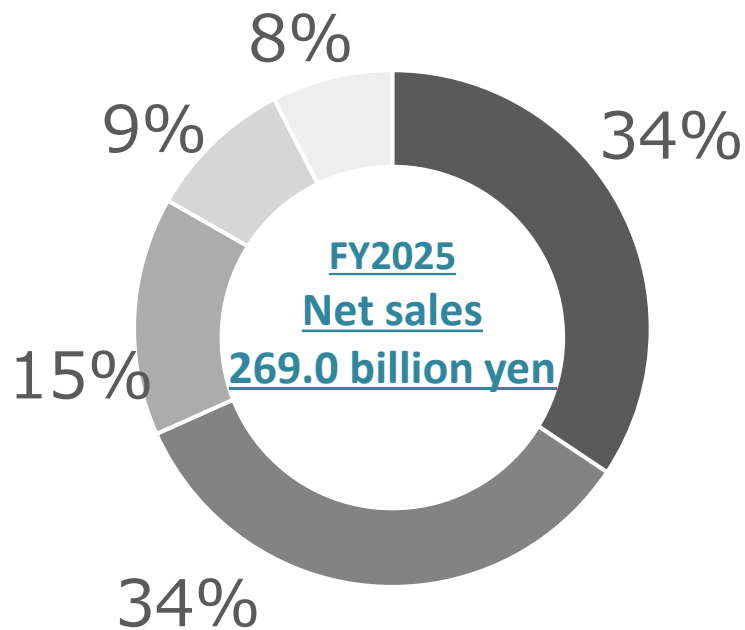
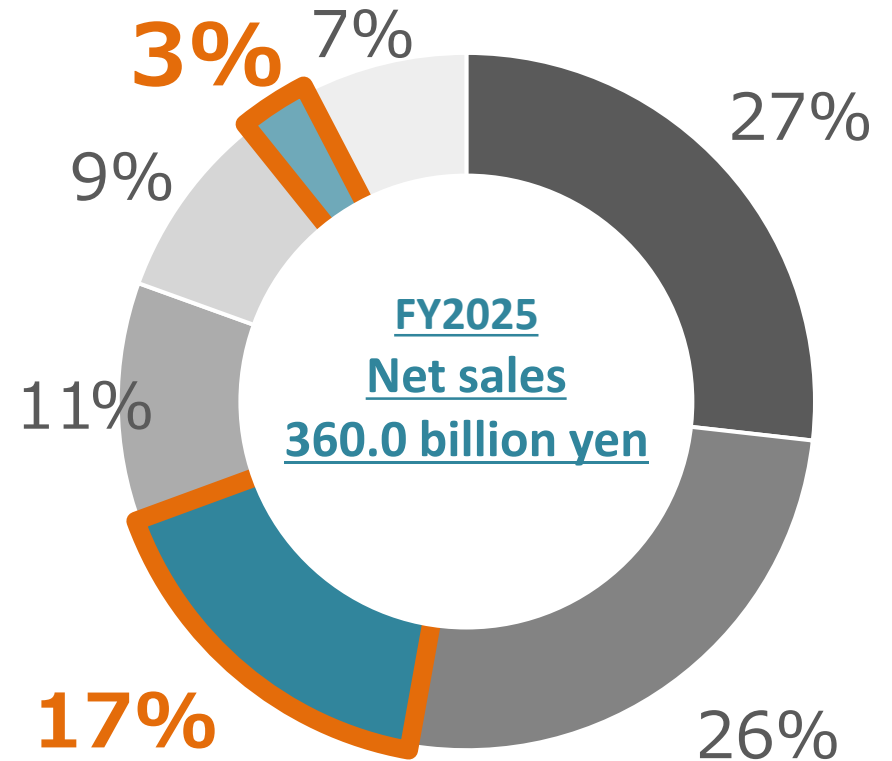


Image chart after the transaction



Note: (1) The figures presented are derived by simply adding the consolidated net sales of the Toyo H & I Group to TACHI-S's consolidated net sales for FY2025. However, the consolidated net sales for the Toyo H & I Group are simplified figures that have not been audited.

2 Mutual Product Utilization and Maximized Asset Use

- Improving proposal capabilities by complementing each other’s product lineups through the mutual use of seat devices held by each company
- Adding door trim to TACHI-S’ product lineup, expanding its domain to include seats and interior components, and strengthening its development capabilities
- Strong synergy expected through the optimal global utilization of both companies’ assets, with no overlap in geographic footprint

TACHI-S



Power Recliner Manual Recliner Manual Brake Power Brake

Power Slide rail

TOYO SEAT



Single lock Double lock Floor latch

Manual Slide rail Manual Long slide rail

NANJO



Door trim

Armrest console lid

Plastic molding

Held assets



Seat Frame Seat Trim Cover



Urethane foaming Integrated headrest foaming

Global Footprint (Consolidated Companies)

	Japan					Overseas				
	Tohoku	Kanto	Chubu	Kinki, Chugoku	Kyushu	U.S.	Mexico	China	Hungary	ASEAN
TACHI-S	○	○	○		○	○	○ (Mexico • Brazil)	○		○ (Thailand)
TOYO SEAT				○		○		○	○	○ (Philippines)
NANJO				○			○ (Mexico)			

Synergies from ① × ②

Expanded New Business Opportunities Through Utilization of Complementary Assets (Locations and Products)

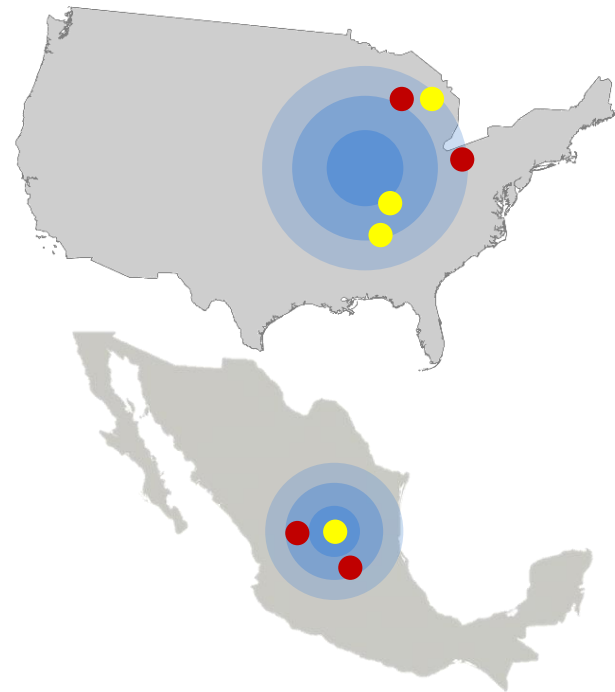
- In the short term, new business acquisition is expected, primarily in the component business
- In the medium term, expanding into seats and seat frame supply, in line with OEMs needs and expectations

Japan

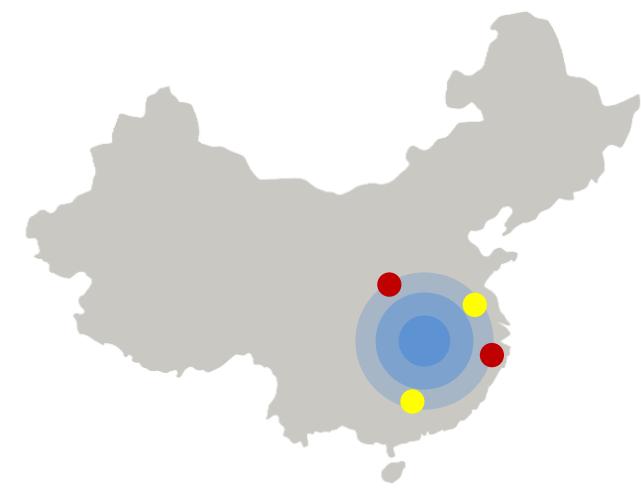
- TACHI-S Locations
- TOYO SEAT / Nanjo Auto Interior Locations
- New Business Opportunities



North, Central and South America



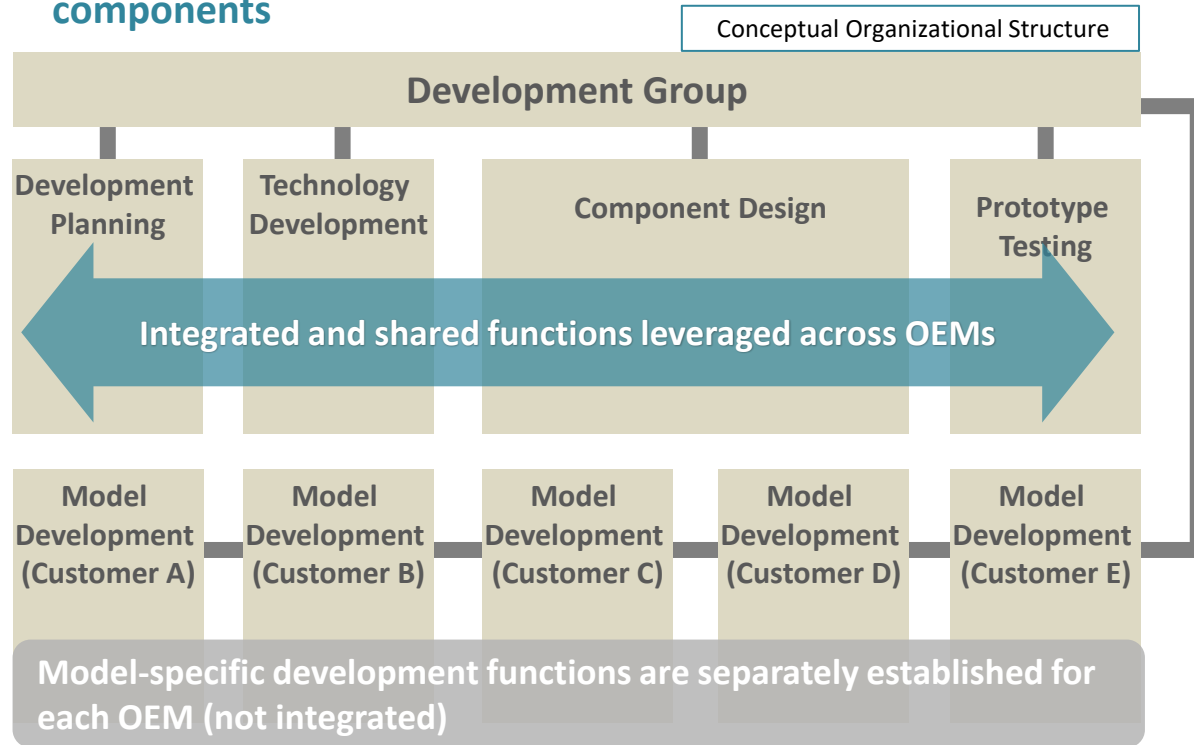
China



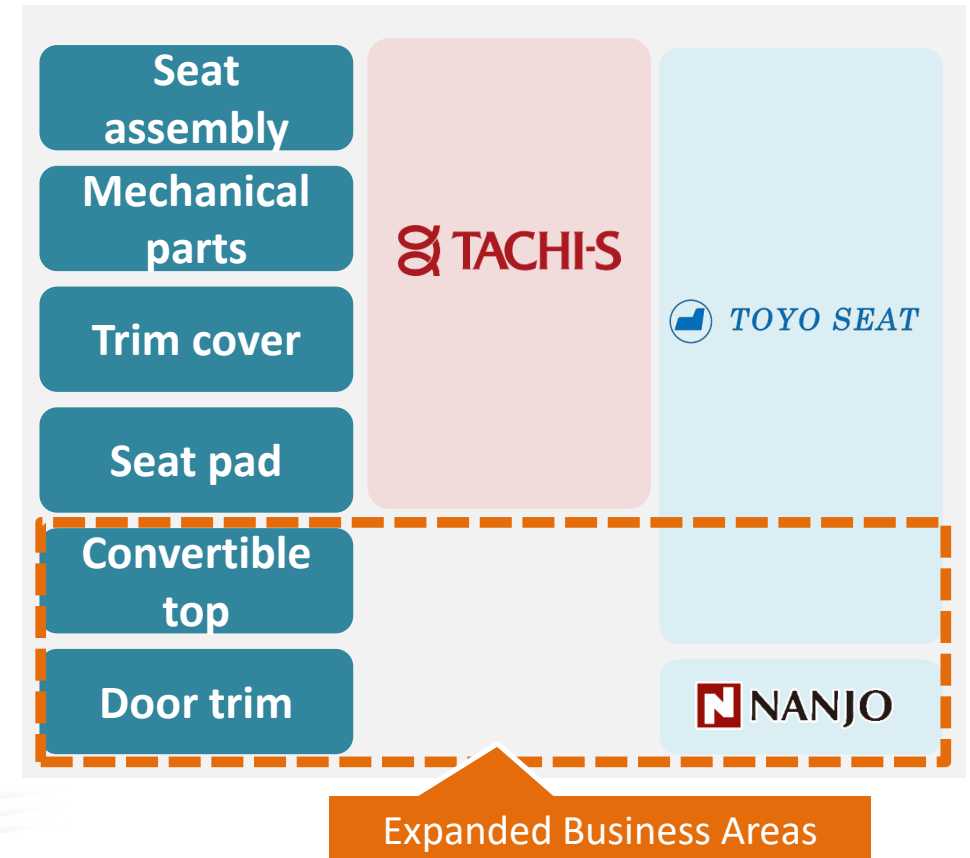
Expansion of new business opportunities in seat components, mechanism components, and seat trim-related parts

Synergies from 3 × 4

- Accelerate innovation by utilizing new development resources created through the integration and mutual use of development functions, as well as the standardization and shared use of components



- Expand our Group's business domains through the integration of TOYO SEAT and Nanjo Auto Interior



By leveraging the combined expertise, know-how, and technologies of the three companies, we can deliver higher value-added proposals

- ▶ 1. FY2025 Financial Results
- ▶ 2. FY2026 Financial Forecasts
- ▶ **3. Progress of the Medium-term Management Plan (TVE*)**

TVE Wave2 2027 Reminder

“Deepening” Shinkha: Improving value on the existing business sustainability

“Deepening” Shinkha: Strengthening Organizational Sales Capabilities 2.0

“Deepening” Shinkha: Strengthening Monozukuri Competitiveness 2.0

“Deepening” Shinkha: Expanding Business Domains

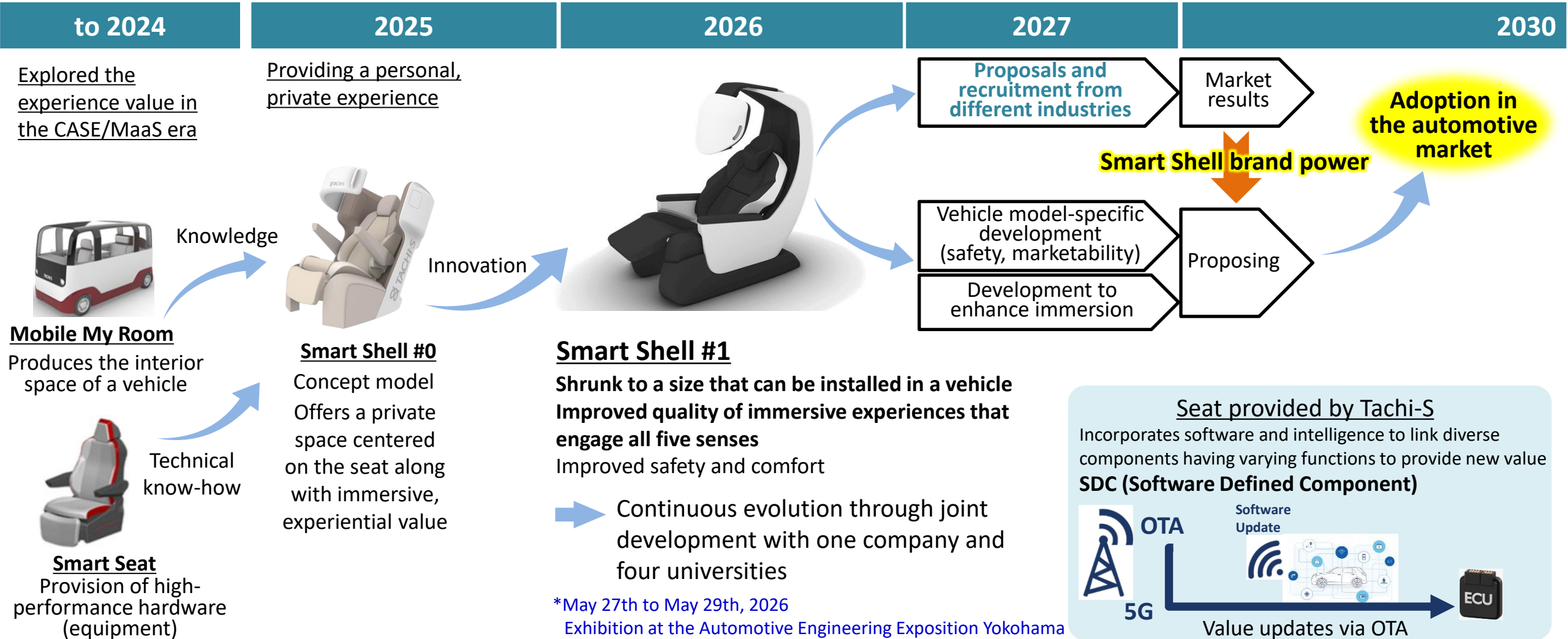
“Innovating” Shinkha

Strengthening the Management Base

* Transformative Value Evolution

“Innovating” Shinkha

- The Smart Shell provides value through a “personal, immersive experience” centered on the seat
- We plan to enter unrelated industries in order to incorporate the technology into automobiles



- ▶ 1. FY2025 Financial Results
- ▶ 2. FY2026 Financial Forecasts
- ▶ **3. Progress of the Medium-term Management Plan (TVE*)**

TVE Wave2 2027 Reminder

“Deepening” Shinkha: Improving value on the existing business sustainability

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“Deepening” Shinkha: Strengthening Monozukuri Competitiveness 2.0

“Deepening” Shinkha: Expanding Business Domains

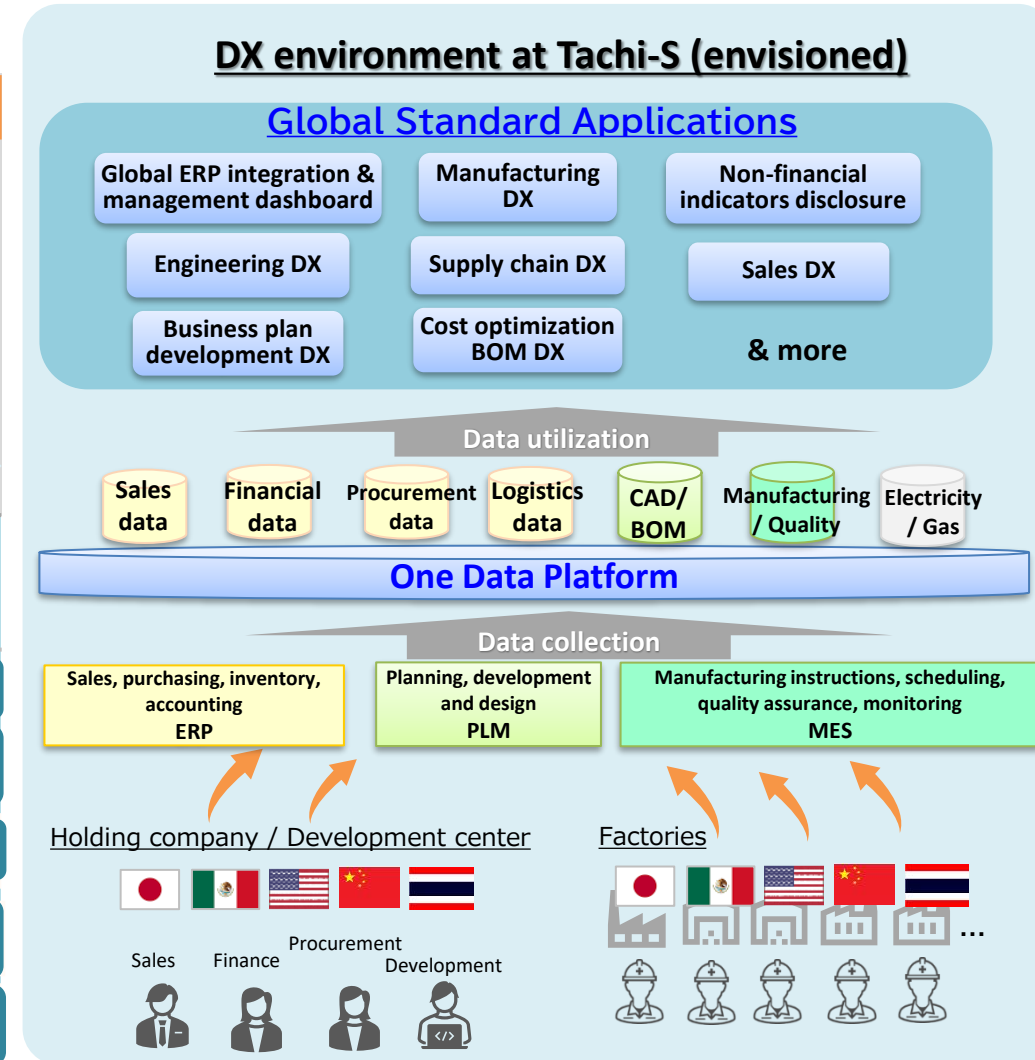
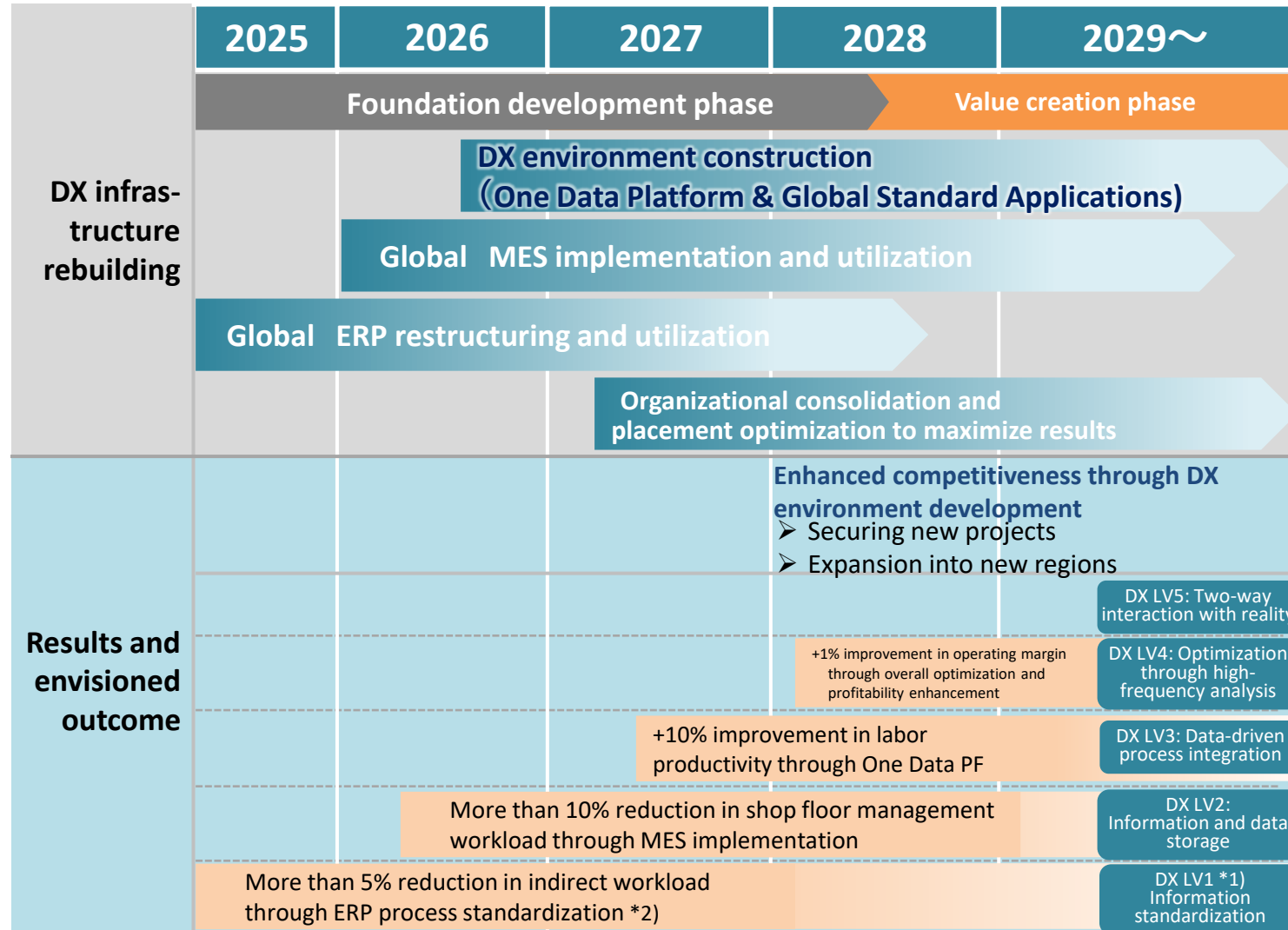
“Innovating” Shinkha

Strengthening the Management Base

* Transformative Value Evolution

Promotion of Digital Transformation

- We will rebuild our DX infrastructure to connect knowledge and data company-wide and enhance our competitiveness.

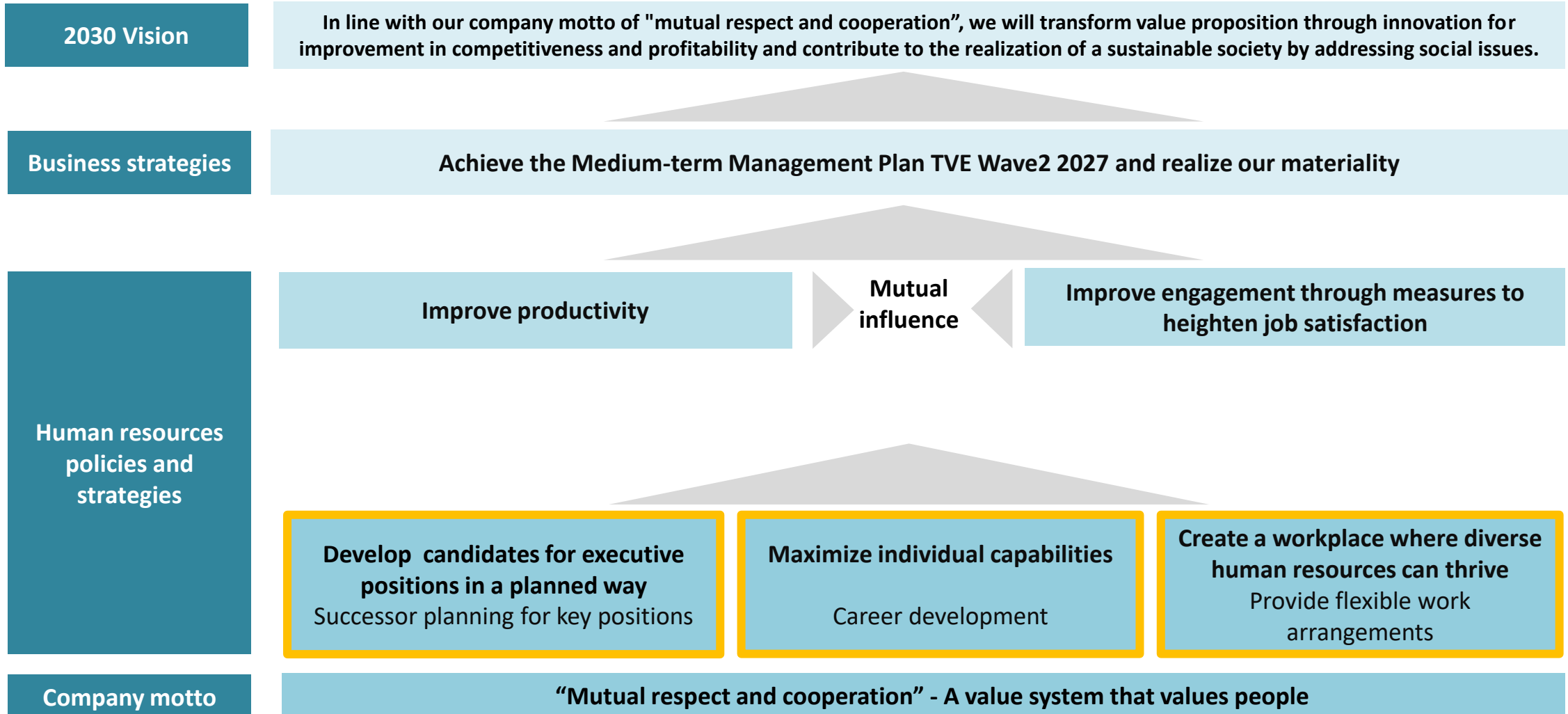


*1) Source: METI "Smart Manufacturing Guidelines"

*2) Compared with FY2024

Promotion of human capital management

- To achieve our materiality of “developing human capital and a corporate culture that allows employees to act autonomously toward value creation,” and to move towards our 2030 Vision for the future, we will appropriately evaluate the effectiveness of our measures and pursue the resolution of challenges.



Promotion of human capital management

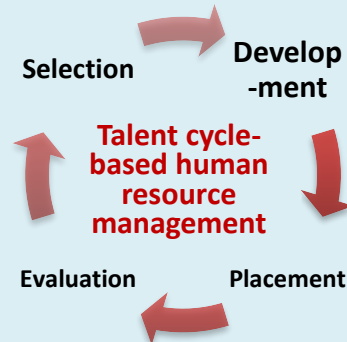
➤ **Materiality: Develop human capital and a corporate culture that allows employees to act autonomously toward value creation**

Key measures	KPIs		FY2024		FY2025 (results)	FY2027
<ul style="list-style-type: none"> Career development to maximize individual capabilities Flexible working style Improving engagement through job satisfaction reforms 	<ul style="list-style-type: none"> Work Style Survey 	TSJ	Base point	Improve 5%	<ul style="list-style-type: none"> Employee satisfaction measured via work style survey: Improved for the third consecutive year Among survey results for human resources investment, "opportunities for skill development" increased by 15% compared to the previous year 	Improve 30%
<ul style="list-style-type: none"> Improve productivity 	<ul style="list-style-type: none"> Operating income/person (1,000 yen) 	Global	900	1,320	<ul style="list-style-type: none"> Promoted business process improvement and shifted to high value-added tasks (ongoing) 	1,300
<ul style="list-style-type: none"> Fostering a DE&I Culture that embraces diversity Successor planning for key positions 	<ul style="list-style-type: none"> Percentage of female executive/management Non-Japanese executives Successor candidate prepared 	Global/TSJ	4%/4%	8.7%/5.5%	<ul style="list-style-type: none"> Fostered DE&I awareness among line managers (implementation of diversity training) Development of successor candidates Decision-making that ensures objectivity 	17%/10%
		Global	1 or more	1		1 or more
		Global	100%	100%		100%

Human resource policy and strategy initiatives

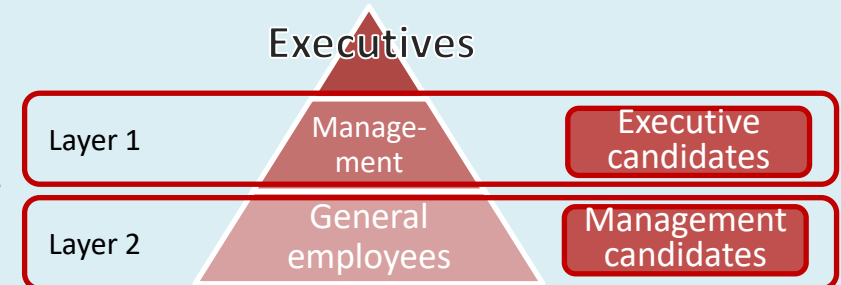
Talent management

By optimizing the talent pipeline (recruitment, development, placement, and evaluation) in line with business strategy, we can simultaneously strengthen our competitiveness and improve employee engagement.




Diversity initiatives

To increase the ratio of female executives and managers, we will manage the progress of candidates at each layer and ensure steady promotion.



Contributing to the Realization of a Sustainable Society

- We promote business activities that take climate change and human rights into consideration, thereby creating opportunities for new orders while contributing to the realization of a sustainable society.

	2025 results	2026 initiatives	2027	2030	
E Environ- ment	<ul style="list-style-type: none"> ■ Carbon Neutrality <ul style="list-style-type: none"> • CO₂ reduction: -27% achieved (before third-party verification) Target: -27% (Scope 1 & 2 combined total emissions compared to FY19) • Held meetings with suppliers to discuss CO₂ reduction (Scope 3) ■ Resource Recycling <ul style="list-style-type: none"> • Trial to develop product materials from waste resin 	<p>CO₂ emissions reduction target: -31%</p> <ul style="list-style-type: none"> • Continuation of energy conservation activities • Reduce product lifecycle CO₂ <ul style="list-style-type: none"> → Logistics-related CO₂ → Supply chain-related CO₂ → Product materials-related CO₂ 	<ul style="list-style-type: none"> • Companies begin procuring renewable energy 	<ul style="list-style-type: none"> • Expansion of solar power generation 	
S Society	<ul style="list-style-type: none"> ■ Promotion of ESG initiatives in the supply chain <ul style="list-style-type: none"> • Analysis of each company's ESG self-assessment results ■ Contributing to the local community <ul style="list-style-type: none"> • Consultations with local governments, Group company-led donation activities 	<ul style="list-style-type: none"> • Support for suppliers' improvement of their ESG initiatives, including carbon neutrality and human rights 	<ul style="list-style-type: none"> • Contribution to regional revitalization activities and enhancing the Group's presence 		
G Governance	<ul style="list-style-type: none"> ■ Non-financial information disclosure <ul style="list-style-type: none"> • Preparation for issuing the Integrated Report ■ ESG external evaluation <ul style="list-style-type: none"> • FTSE Blossom Japan Index selection 	<ul style="list-style-type: none"> • Issuance of the Integrated Report FY2026 second half • Improving the quality of responses to rating agencies <ul style="list-style-type: none"> → FTSE • CDP • EcoVadis 			

Supporting People and the Earth
through “Seating” Technology



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.

➤ With TVE Wave2, we will track and manage progress of both non-financial KPIs and financial performance.

Materiality	Area	Critical items (KPI)		2024 level	2025 results	2027 target	2030 target
① Address social issues through innovation and business operation (providing value)	Innovation	Percentage of R&D cost for addressing social issues	TSJ	<ul style="list-style-type: none"> +25% vs FY20 Number of joint development/research & consignment contracts: 3 	<ul style="list-style-type: none"> +1.2-fold vs FY19 5 contracts Began collaboration with one company and four universities on Smart Shell development 	<ul style="list-style-type: none"> +30% vs FY20 Number of joint development/research & consignment contracts: 5 	<ul style="list-style-type: none"> +35% vs FY20 Number of joint development/research & consignment contracts: 5
		Number of collaborative activities with external partners	TSJ				
	Monozukuri Strategy	Percentage of labor saving at global sites	Global	<ul style="list-style-type: none"> Shrinking working population, rising labor costs Utilizing digital technology/IoT → Requires automation/optimization of production processes 	<ul style="list-style-type: none"> Labor saving ratio -5.6% 	<ul style="list-style-type: none"> Labor saving ratio -15% vs FY24 Target sites TSJ/TSM/SETEX OHIO 	<ul style="list-style-type: none"> Labor saving ratio -34% vs FY24 Target sites TSJ/TSM/SETEX OHIO
	Digital Transformation	Improvement of IT literacy	TSJ	<ul style="list-style-type: none"> Start education 			
② Sincere business operations to become a company that continues to be chosen based on trust for its contributions to the realization of a sustainable society	Environment	Percentage of total CO ₂ Emissions Scope 1 + 2	Global	<ul style="list-style-type: none"> -17% vs FY19 	<ul style="list-style-type: none"> -27% vs FY19 (Preliminary figures before third-party verification) 	<ul style="list-style-type: none"> -36% vs FY19 	<ul style="list-style-type: none"> -50% vs FY19
	Human rights	Human Rights Assessment Score	Global	<ul style="list-style-type: none"> C-B level (expected) 			
③ Develop human capital and a corporate culture that allows employees to act autonomously toward value creation	Human Capital Development/Talent Management	Fostering a DE&I Culture that embraces diversity	TSJ	<ul style="list-style-type: none"> 4%/4% 	<ul style="list-style-type: none"> Female executive 8.7% Female management 5.5% 	<ul style="list-style-type: none"> 17%/10% 	<ul style="list-style-type: none"> 30%/15%
	Improvement in employee engagement	Work Style Survey	TSJ	<ul style="list-style-type: none"> Base point 			

※Base year changed from FY2020 to FY2019, and growth rates revised to a three-year average (May 26, 2026)

Key Topics for the Second-Half of FY2025

Business/Management	
Japan	Notice Regarding Acquisition of Shares Resulting in Change in Subsidiary and Change in Specified Subsidiary Go to news release

Awards	
China	Received 2025 Excellent Partner Company Award (Zhengzhou Taixin Automotive Interior) Go to news release
China	Received 2025 Dongfeng Nissan Best Quality Performance Award (Zhengzhou Dongfeng Lear Taixin Automotive Seating) Go to news release
China	Received 2025 Dongfeng Nissan Best Supplier Award (Lear DFM TACHI-S Automotive Seating (Dalian)) Go to news release

Exhibition/Event	
Japan	TACHI-S Hosted a Plant Tour and Strategy Briefing at Musashi Plant and the Headquarters / Technical Monozukuri Center Go to news release

Sustainability	
Japan	Participation in the Ome/Hamura Cities Business Collaboration Social Contribution Project
Japan	Donation of disaster preparedness helmets to the non-profit organization "Association for Sending Wheelchairs for Children Overseas"
Japan	Efforts to utilize byproduct fertilizers effectively (TF-METAL)
Japan	Sale of upcycled products (Nui Tec Corporation)
Japan	Initiatives to reduce food loss (TACHI-S Service)
LA	Donation Activities for Facilities Supporting People with Disabilities (TACHI-S Brasil)
LA	Non-perishable food donations to elderly care facilities, children's homes, and mother-and-child support facilities (TACHI-S Mexico)
LA	Dog Food Donation through a Charity Marathon (TF-METAL Mexico)
LA	Plastic Cap Donation to the Mexican Association Against Cancer (SETEX Mexico)
China	Living Support for Low-Income Households and the Elderly (TACHI-S China)
Southeast Asia	Donations for Flood Relief Efforts in Southern Thailand (TAST)
Southeast Asia	Donation Activities for Schools in Celebration of Children's Day (TAST)



TACHI-S Hosted a Plant Tour and Strategy Briefing at Musashi Plant and the Headquarters / Technical Monozukuri Center



Received 2025 Dongfeng Nissan Best Quality Performance Award (ZZ DLT)



Dog Food Donation (TF-METAL Mexico)



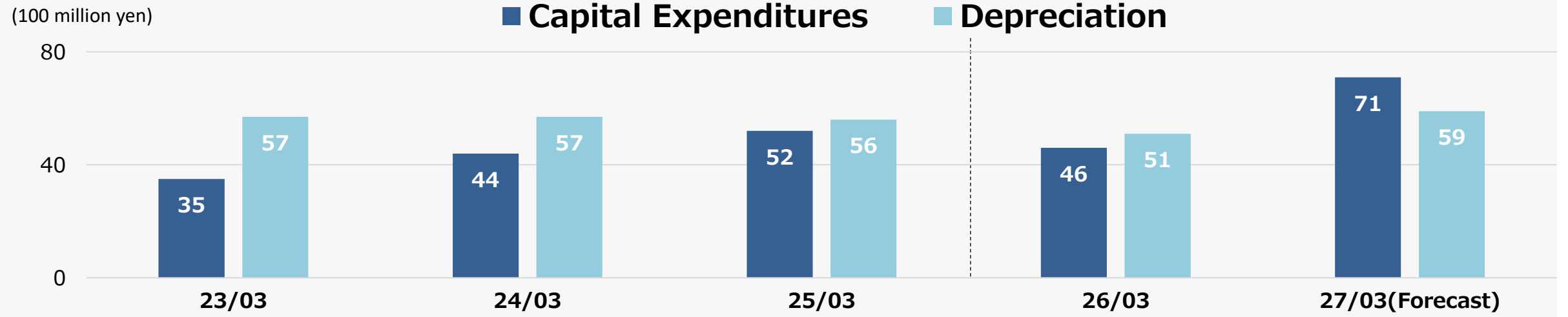
Living Support for Low-Income Households and the Elderly (TACHI-S China)



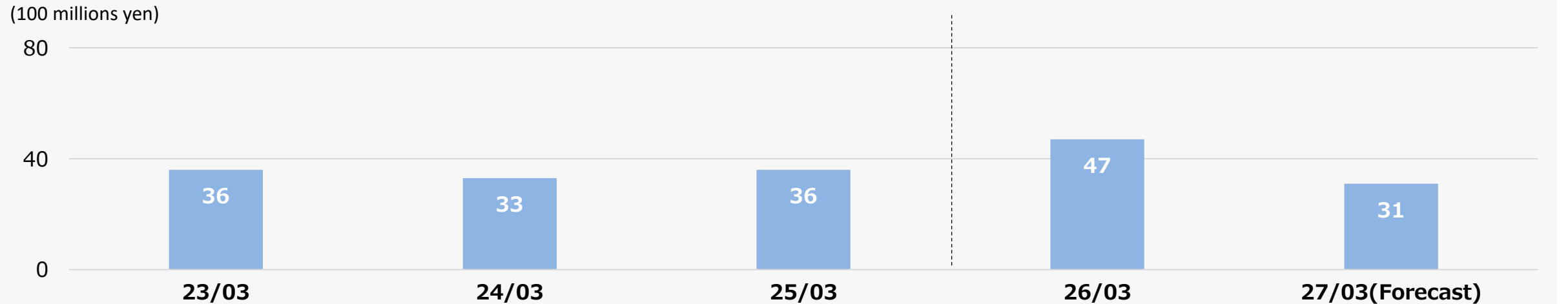
Donations for Flood Relief Efforts (TAST)

Capital Expenditures, R&D and Depreciation Cost (Consolidated)































Capital Expenditures & Depreciation



R & D



FY202g New Models and Minor Changes

	2025												2026						
	4	5	6	7	8	9	10	11	12	1	2	3							
Japan			 N-ONE e:	 DYNA/DUTRO (M)		 OUTLANDER (M)	 N-WGN (M)	 ECLIPSE CROSS (M)	 N-ONE (M)	 SKYLINE (M)	 NV200 VANETTE (M)	 ARIYA (M)			 ZR-V (M)	 Super-ONE	 N-VAN (M)		
U.S.A					 INTEGRA (M)														
Mexico				 KICKS (M)				 SENTRA (M)									 VERSA (M)		
China ASEAN			 Chery JETOUR X90 (M)	 Chery JETOUR Shanghai L7Plus (M)	 Chery JETOUR Shanghai L9 (M)	 I.T.BOX Haima EX00		 ALTIMA (M)	 X-TRAIL (M)	 SAIC IM S31L	 Zhengzhou Nissan Rich 7 (M)	 SYLPHY	 BYD Fang Cheng Bao Leopard 5 (M)		 NAVARA (M)		 SAIC Motor IM LS8	 NX8	 Frontier Pro PHEV

Foreign Exchange Rates

(Unit: yen)

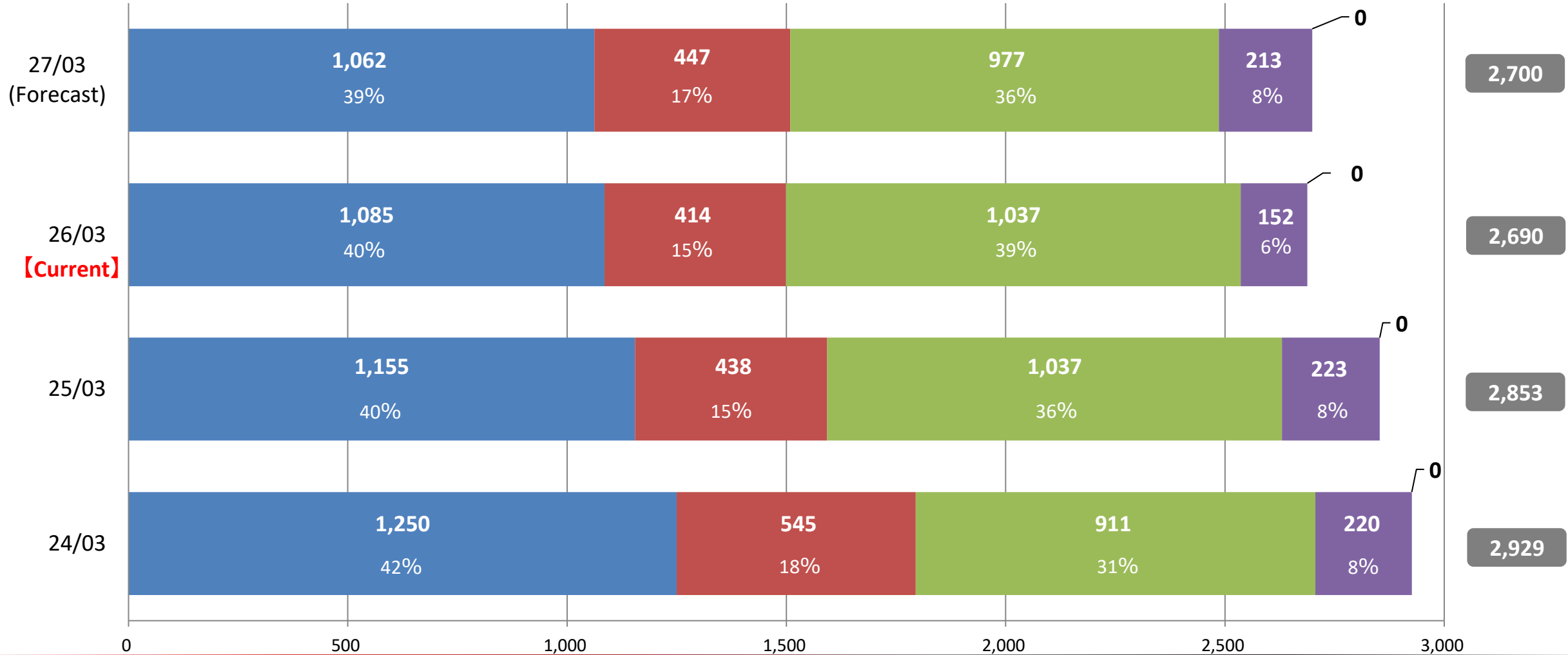
	23/03	24/03	25/03	26/03	27/03 (Forecast)
USD	135.07	143.83	150.88	150.23	152.00
MXN	6.50	7.91	8.31	7.76	8.20
RMB	19.42	19.79	20.98	20.81	22.00

Net Sales Changes (Consolidated) - Net Sales by Region -

Net Sales by Region

(100 million yen)
(Rounded down to the nearest 100 million yen)

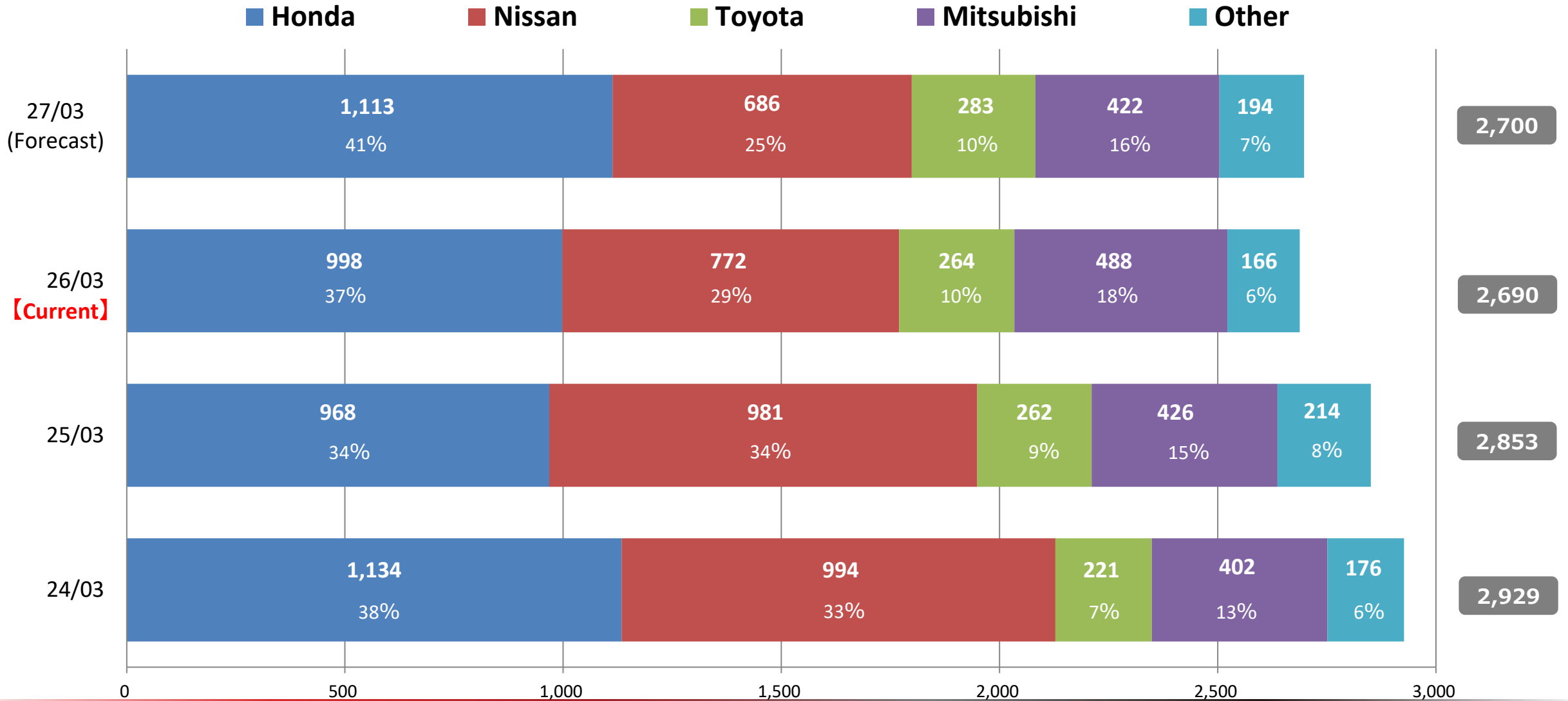
■ Japan ■ North America ■ Latin America ■ Asia ■ Europe



Net Sales Changes (Consolidated) -Net Sales by Customer-

Net Sales by Customer

(100 million yen)
(Rounded down to the nearest 100 million yen)

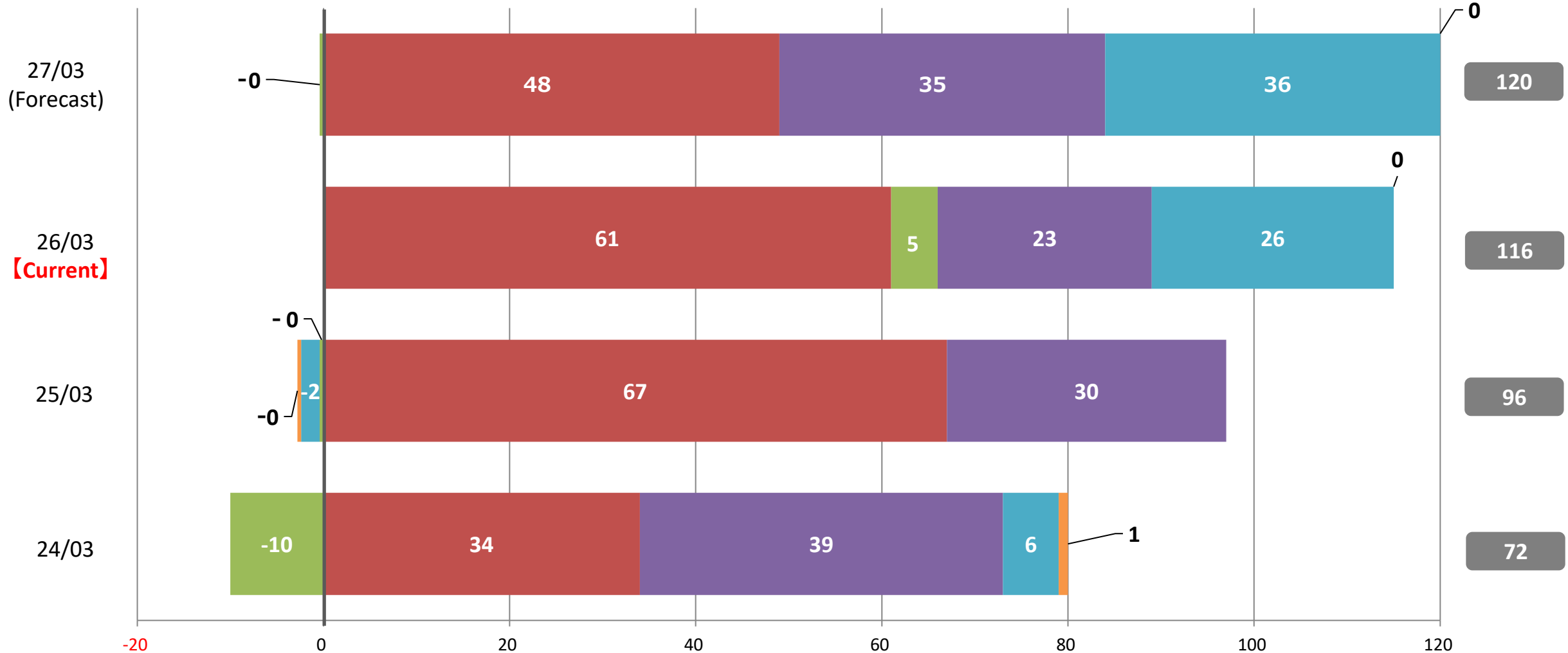


Operating Income by Region (Consolidated)

Operating Income by Region

(100 million yen)
(Rounded down to the nearest 100 million yen)

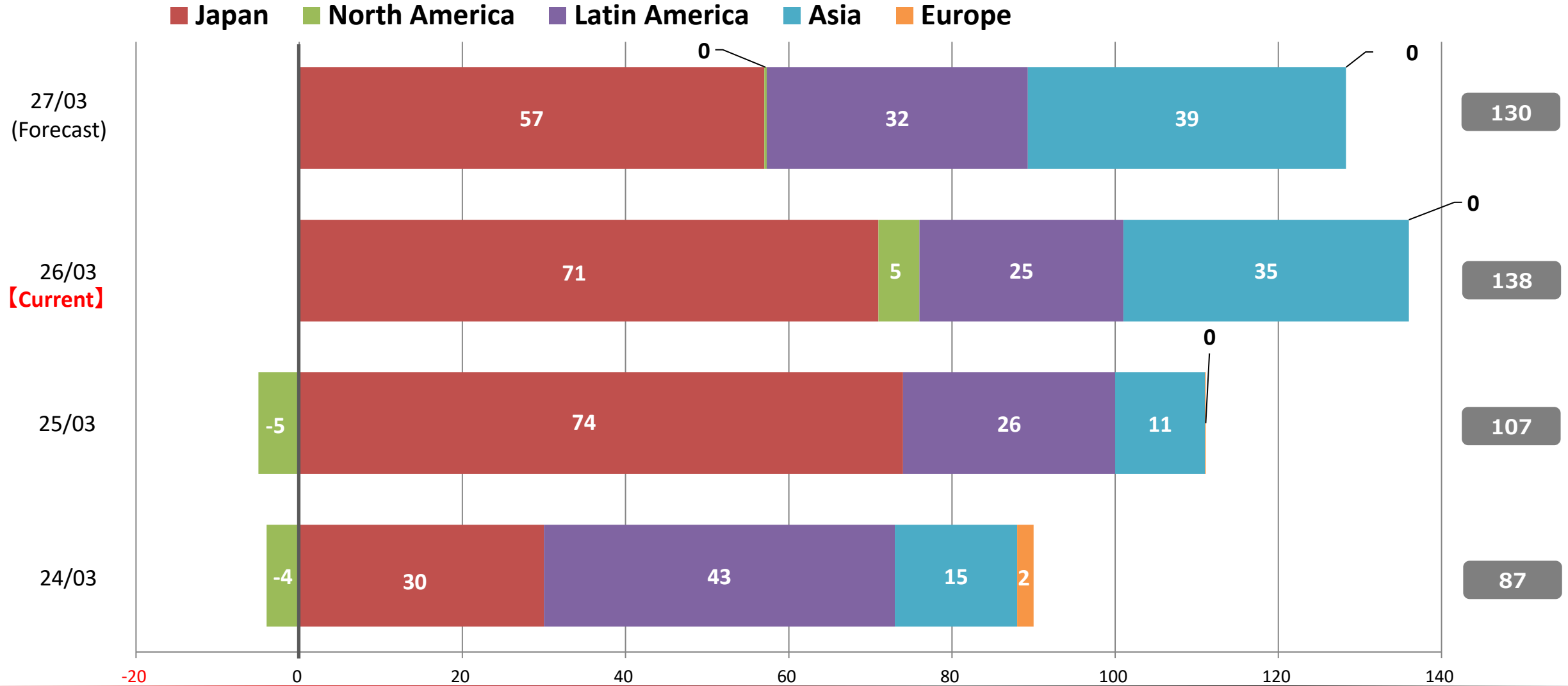
■ Japan ■ North America ■ Latin America ■ Asia ■ Europe



Ordinary Income by Region (Consolidated)

Ordinary Income by Region

(100 million yen)
(Rounded down to the nearest 100 million yen)



Business Sites (Japan)

Business site	Location	Business Contents	Major Customers	Established
Head Office Technical Monozukuri Center	Ome-shi, Tokyo	Administration, Sales, Purchasing, R&D, Production, Testing, Quality assurance etc..		April, 1954 *TTMC:April, 2012 *Relocated the head office on December, 2022
Technical Center Aichi	Anjo-shi, Aichi	Sales, Purchasing, R&D		August, 1999
Aichi Plant	Anjo-shi, Aichi	Manufacturing of automotive seats and parts	Mitsubishi, TOYOTA BOSHOKU	April, 1977
Musashi Plant	Iruma-shi, Saitama	Manufacturing of automotive seats and parts	HONDA, NISSAN SHATAI, Hino	January, 1980 *Closed Hiratsuka Plant and moved to Musashi Plant on December, 2022 *Closed Ome Plant and moved to Musashi Plant on January, 2025
Advanced Technology Center	Ome-shi, Tokyo	Prototype, Testing	—	April, 1969 *Name change in January 2025 (Former Ome Plant)
Tochigi Plant	Shimotsuke-shi, Tochigi	Manufacturing of automotive seats and parts	NISSAN, Hino	February, 1982
Suzuka Plant	Suzuka-shi, Mie	Manufacturing of automotive seats	HONDA	October, 1984

As of the end of March 31, 2025

TACHI-S Group Companies (Japan)

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

□ TACHI-S Service Co., Ltd.

◎ Consolidated subsidiary

6

△ Equity-method nonconsolidated subsidiary

-

○ Consolidated affiliate

1

□ Unconsolidated subsidiary

1

✕ Unconsolidated affiliate

-

TACHI-S Group Companies (North America)

Scope of Consolidation	Company	Location	Capital	Business Contents	Major Customers	Equity participation () including subsidiaries' equity	Established	Fiscal year
◎	TACHI-S Engineering U.S.A., Inc.	Michigan, U.S.A.	43 million USD	Sales/R&D/business administration in North America		100.0%	July, 1986	Mar.
◎	TF-METAL Americas Corporation	Michigan, U.S.A.	0 million USD	Business administration/R&D in Americas		(100.0%)	July, 2000	Mar.
◎	SETEX, Inc.	Ohio, U.S.A.	5 million USD	Manufacturing/sales of automotive seats	HONDA (U.S.A.)	(100.0%)	September, 1987	Mar.
◎	TACHI-S Automotive Seating U.S.A., LLC	Tennessee, U.S.A.	22 million USD	Manufacturing/sales of automotive seats	NISSAN (U.S.A.)	(100.0%)	December, 2005	Dec.

◎ Consolidated subsidiary

4

△ Equity-method nonconsolidated subsidiary

-

○ Consolidated affiliate

-

□ Unconsolidated subsidiary

-

✕ Unconsolidated affiliate

-

TACHI-S Group Companies (Latin America)

Scope of Consolidation	Company	Location	Capital	Business Contents	Major Customers	Equity participation () including subsidiaries' equity	Established	Fiscal year
◎	TACHI-S Engineering Latin America, S.A. de C.V.	Aguascalientes, Mexico	2,184 million MXN	R&D/business administration in Latin America		(100.0%)	May, 2012	Dec.
◎	Industria de Asiento Superior, S.A. de C.V. (TACHI-S Mexico)	Aguascalientes, Mexico	26 million USD	Manufacturing/sales of automotive seats and seat parts	NISSAN (Mexico)	(100.0%)	April, 1991	Dec.
◎	SETEX Automotive Mexico, S.A. de C.V.	Guanajuato, Mexico	24 million USD	Manufacturing/sales of automotive seats	HONDA (Mexico)	(100.0%)	September, 2012	Dec.
◎	TF-METAL Mexico, S.A. de C.V.	Aguascalientes, Mexico	27 million USD	Manufacturing/sales of automotive seat parts	TACHI-S Mexico, Faurecia	(100.0%)	June, 2012	Dec.
◎	TACHI-S Brasil Industria de Assentos Automotivos Ltda.	Rio de Janeiro, Brazil	525 million BRL	Manufacturing/sales of automotive seats	NISSAN (Brazil) Renault (Brazil)	(100.0%)	August, 2012	Dec.

◎ Consolidated subsidiary

5

△ Equity-method nonconsolidated subsidiary

-

○ Consolidated affiliate

-

□ Unconsolidated subsidiary

-

✘ Unconsolidated affiliate

-

TACHI-S Group Companies (China-1)

Scope of Consolidation	Company	Location	Capital	Business Contents	Major Customers	Equity participation () including subsidiaries' equity	Established	Fiscal year
◎	TACHI-S China Co., Ltd.	Guangdong, China	259 million RMB	Sales/R&D/business administration in China		100.0%	October, 2011	Dec.
△	TACHI-S Engineering Zhengzhou Co., Ltd.	Henan, China	75 million RMB	R&D in China		(100.0%)	December, 2015	Dec.
○	TACLE Guangzhou Automotive Seat Co., Ltd.	Guangdong, China	66 million RMB	Manufacturing/sales of automotive seats	ADIANT, Dongfeng NISSAN	49.0%	November, 2004	Dec.
◎	Hunan TACHI-S Automotive Seating Co., Ltd.	Hunan, China	40 million RMB	Manufacturing/sales of automotive seats	GAC Mitsubishi Motors	(51.0%)	July, 2012	Dec.
○	Lear Dongshi TACHI-S Automotive Seating (Xiangyang) Co., Ltd.	Hubei, China	30 million RMB	Manufacturing/sales of automotive seats	Dongfeng NISSAN	(20.0%)	July, 2013	Dec.
○	Zhengzhou Taixin Interior Co., Ltd.	Henan, China	11 million RMB	Manufacturing/sales of automotive seats	Chery Automobile, Zhengzhou NISSAN	50.0%	July, 2001	Dec.
◎	Wuhan Dongfeng TACHI-S Yanfeng Automotive Seating Co., Ltd.	Hubei, China	43 million RMB	Manufacturing/sales of automotive seats	Dongfeng HONDA	50.0%	June, 2008	Dec.

TACHI-S Group Companies (China-2)

Scope of Consolidation	Company	Location	Capital	Business Contents	Major Customers	Equity participation () including subsidiaries' equity	Established	Fiscal year
○	Lear Dongshi TACHI-S Automotive Seating (Dalian) Co., Ltd.	Liaoning, China	50 million RMB	Manufacturing/sales of automotive seats	Dongfeng NISSAN	(49.0%)	August, 2013	Dec.
※	Lear Dongshi TACHI-S Automotive Seating (Wuhan) Co., Ltd.	Hubei, China	50 million RMB	Manufacturing/sales of automotive seats	Dongfeng NISSAN	(5.0%)	November, 2019	Dec.
◎	TACHI-S Trim Guangzhou Co., Ltd.	Guangdong, China	38 million RMB	Manufacturing/sales of automotive seat trim parts	TACHI-S	100.0%	September, 2005	Dec.
◎	TACHI-S Trim Wuhan Co., Ltd.	Hubei, China	35 million RMB	Manufacturing/sales of automotive seat trim parts	Wuhan TACHI-S	(100.0%)	October, 2013	Dec.
◎	TF-METAL Zhejiang Co., Ltd.	Zhejiang, China	251 million RMB	Manufacturing/sales of automotive seat parts	TACHI-S, TAST	(82.8%)	December, 2019	Dec.

◎ Consolidated subsidiary

6

△ Equity-method nonconsolidated subsidiary

1

○ Consolidated affiliate

4

□ Unconsolidated subsidiary

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※ Unconsolidated affiliate

1

TACHI-S Group Companies (Southeast Asia)

Scope of Consolidation	Company	Location	Capital	Business Contents	Major Customers	Equity participation () including subsidiaries' equity	Established	Fiscal year
◎	TACHI-S Automotive Seating (Thailand) Co., Ltd.	Bangkok, Thailand	153 million THB	Manufacturing/sales of automotive seats and seat parts	NISSAN(Thailand), Mitsubishi(Thailand)	100.0%	April, 2010	Dec.
□	TACHI-S Engineering Vietnam Co., Ltd.	Ho Chi Minh, Vietnam	31,026 million VND	R&D in Vietnam		100.0%	January, 2013	Dec.
※	Uno Minda TACHI-S Seating Private Limited	Delhi, India	134 million INR	Manufacturing/sales of automotive seat parts		49.0%	October, 2022	Mar.
□	APM TACHI-S Seating Systems Vietnam Co., Ltd.	Da Nang, Vietnam	56,567 million VND	Manufacturing/sales of automotive seats		(51.0%)	November, 2016	Dec.
※	APM TACHI-S Seating Systems Sdn. Bhd.	Selangor, Malaysia	5 million MYR	Manufacturing/sales of automotive seats		(49.0%)	February, 2013	Dec.

◎ Consolidated subsidiary

1

△ Equity-method nonconsolidated subsidiary

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○ Consolidated affiliate

-

□ Unconsolidated subsidiary

2

※ Unconsolidated affiliate

2

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