FY2021 Second Quarter Financial Result

From April 1, 2021 through March 31, 2022

TACHI-S CO.,LTD.

November 12, 2021

TACHI-S

Securities Code: 7239 (Tokyo/First Section)

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With COVID-19 and the global shortage of semiconductors affecting people all over the world, signs of recovery are beginning to appear. I would first like to express my gratitude to everyone involved.

In accordance with our Medium-Term Management Plan "Transformative Value Evolution" announced in May, we have been conducting various activities to provide new values to our customers.

Today, in addition to explaining our financial results, I will also explain the progress of our activities.

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* Transformative Value Evolution

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TACHI-S

* Transformative Value Evolution

FY2021 2Q Financial Result
(Consolidated)

TACHI-S

vs. previous year

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

	2021/03 2Q	2022/03 2Q	Change	Change(%)
Net Sales	79.5	**95.4**	15.8	19.9
Operating Income	-9.5	**-5.6**	3.8	–
Ordinary Income	-11.0	**-4.6**	6.3	–
Net Income*	-13.0	**-4.7**	8.3	–

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

<Overview of FY21 Q2 financial results>

- Revenue increased by 20% impacted by the global semiconductor shortage, while having less influences from COVID-19.
- With the old revenue recognition standard used for last year, revenue increased by 34% to 106.3 billion yen, showing revenue increase in all regions in Q2.
- Operating income has been on a recovery track with gradual positive effects from structural reform activities launched last year in Japan and Latin America.
- Performance of affiliates (equity in earnings) is steadily recovering.
- Net income significantly improved in Japan where factored in the structural reform expenses in the last fiscal year.

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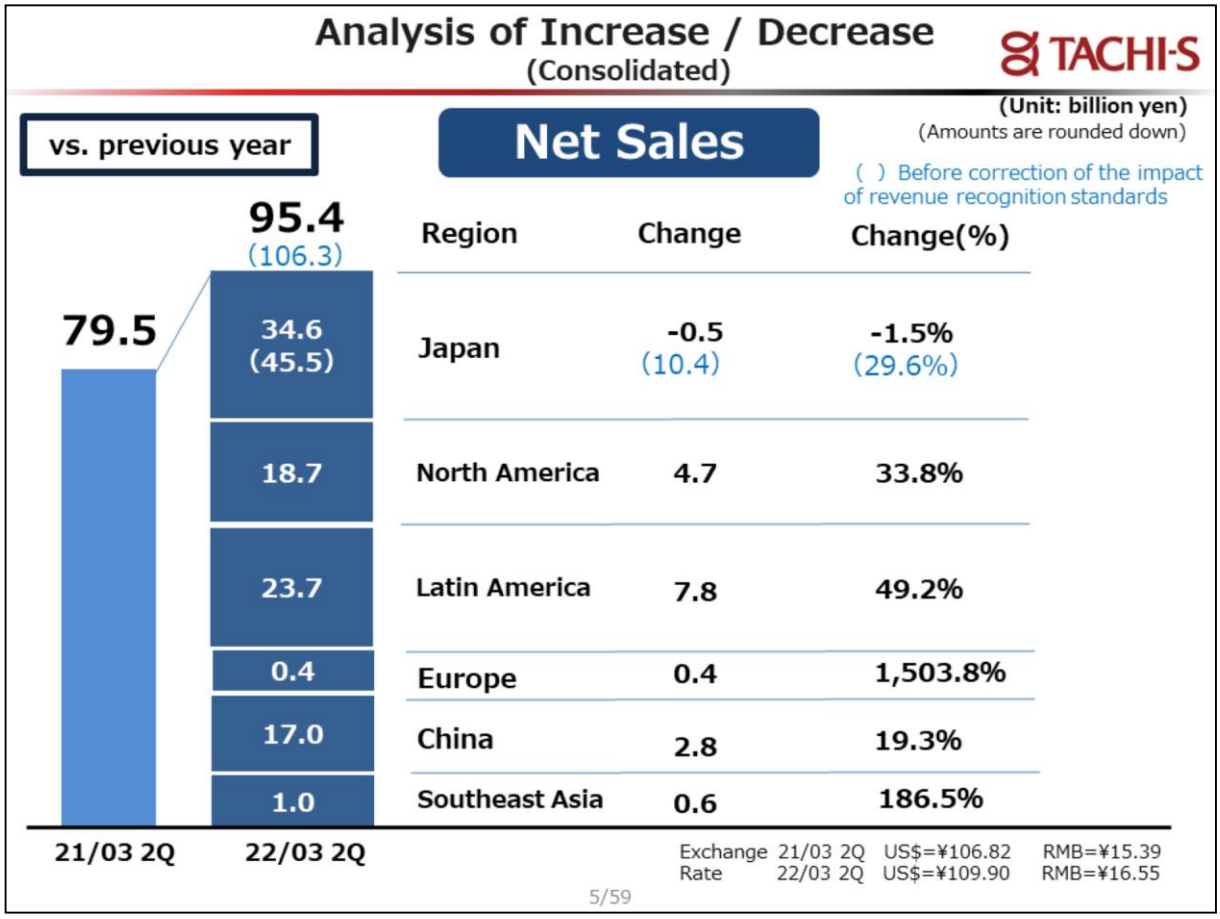
・Revenue increased by 15.8 billion yen y-o-y to 95.4 billion yen.
・Operating loss decreased y-o-y by 3.8 billion yen to 5.6 billion yen.
・Ordinary loss decreased y-o-y by 6.3 billion yen to 4.6 billion yen.
・Net loss attributable to owners of the parent decreased y-o-y by 8.3 billon yen to 4.7 billion yen.

Please see the overview of FY21 Q2 financial results in this slide for the details.



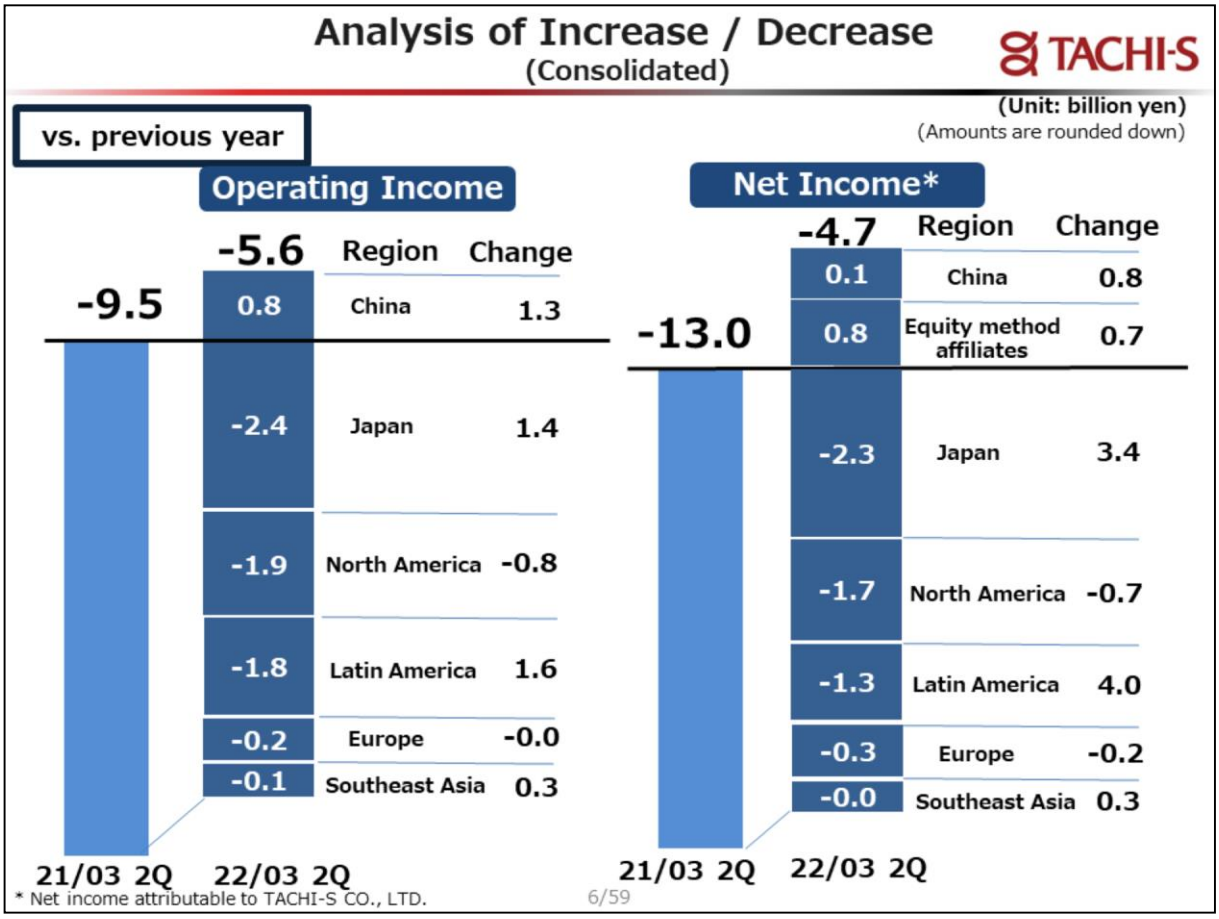
The major variance in revenue,

・In Japan, revenue decreased y-o-y by 0.5 billion yen to 34.6 billion yen.
(Revenue decreased by 10.9 billion yen along with the adoption of the new revenue recognition standards.)

・In North America, revenue increased y-o-y by 4.7 billion yen to 18.7 billion yen.

・In Latin America, revenue increased y-o-y by 7.8 billion yen to 23.7 billion yen.

・In China, revenue increased y-o-y by 2.8 billion yen to 17.0 billion yen.



The major variance in operating income,

・In Japan, operating loss decreased y-o-y by 1.4 billion yen to 2.4 billion yen.

・In North America, operating loss decreased y-o-y by 0.8 billion yen to 1.9 billion yen.

・In Latin America, operating loss decreased y-o-y by 1.6 billion yen to 1.8 billion yen.

・In China, operating income increased y-o-y by 1.3 billion yen to 0.8 billion yen.

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FY21 Financial Forecast

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- Business strategy
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- Corporate governance

Shareholder Return

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FY2021 Financial Forecast
(Consolidated)

TACHI-S

vs previous forecast

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

	2022/03 Previous forecast	2022/03 Revised Forecast (Nov. 12, 2021)	First half results	Second half forecast	Change
Net Sales	234.0	**216.0**	95.4	120.6	-18.0
Operating Income	1.4	**-2.1**	-5.6	3.5	-3.5
Ordinary Income	1.8	**-0.5**	-4.6	4.1	-2.3
Net Income*	0.1	**0.4**	-4.7	5.1	0.3

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

<Overview of FY21 forecast revision >

- Revenue is expected to be lower than the initial forecast due to reduced production of customers resulting from a global semiconductor shortage and stagnant production of overseas parts by COVID-19 spread.
- Although the effects of structural reform activities launched last year in Japan and Latin America have begun to appear, operating income is expected to decrease due to the factors persisting from H1 such as lower production of customers, surge in raw material prices and freight costs and labor inflation in North America.
- H2 is expected to be profitable, but the negative profit in H1 cannot be recovered and it is expected to fall short of the initial forecast.
- Affiliates (equity in earnings) are expected to recover.
- Net income is expected to exceed the initial forecast due to extraordinary income from the sale of fixed assets.

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・Revenue is expected to decrease by 18 billion yen to 216 billion yen from the previous forecast.
・Operating loss is expected to increase 3.5 billion yen to 2.1 billion yen.
・Ordinary loss is expected to increase 2.3 billion yen to 0.5 billion yen.
・Net profit attributable to owners of the parent is expected to increase by 0.3 billon yen to 0.4 billion yen.

Please see the overview of FY21 forecast revision in this slide for the details.

FY2021 Financial Forecast
(Consolidated)

TACHI-S

vs. previous year

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

	2021/03	2022/03 Forecast (Nov. 12, 2021)	Change	Change(%)
Net Sales	198.5	**216.0**	17.4	8.8
Operating Income	-7.7	**-2.1**	5.6	–
Ordinary Income	-7.2	**-0.5**	6.7	–
Net Income*	-13.7	**0.4**	14.1	–

Net Sales | Operating Income | Ordinary Income | Net Income*

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

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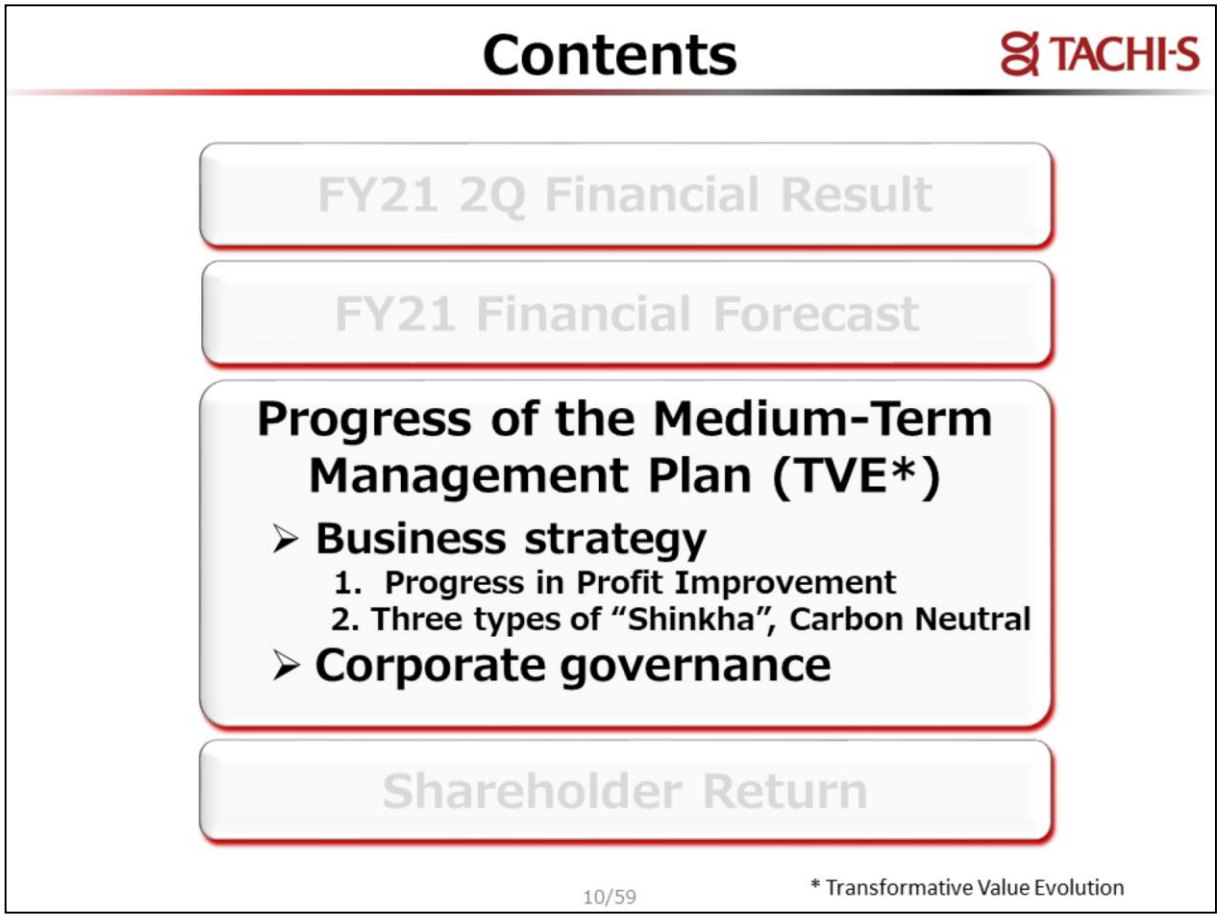
・Revenue is expected to increase y-o-y by 17.4 billion yen to 216 billion yen.
・Operating loss is expected to decrease y-o-y by 5.6 billion yen to 2.1 billion yen.
・Ordinary loss is expected to decrease y-o-y by 6.7 billion yen to 0.5 billion yen.
・Net profit attributable to owners of the parent is expected to increase y-o-y by 14.1 billon yen to 0.4 billion yen.



Regarding to Medium-Term Management Plan (TVE), which started in FY21, There are 2 parts which are business strategy and corporate governance.

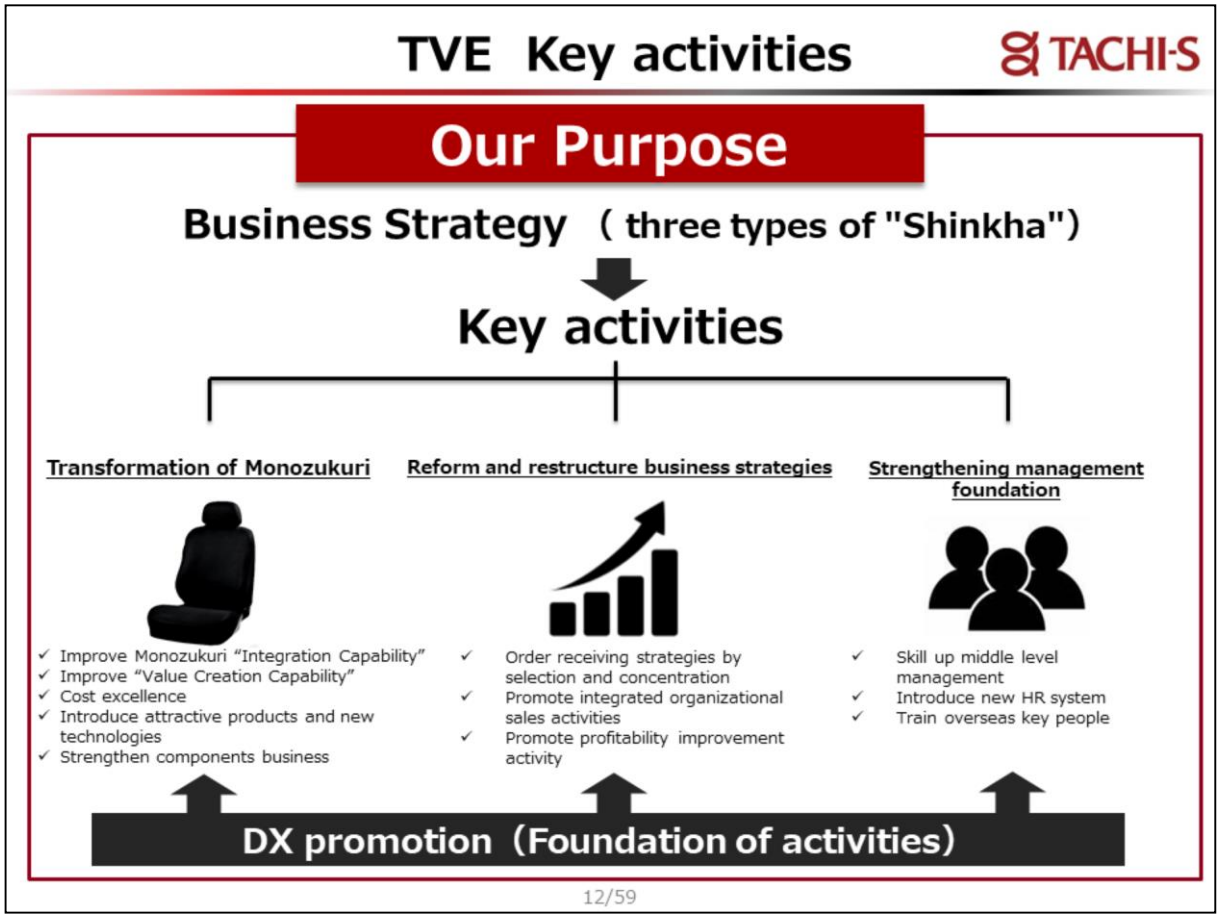
About business strategy there are "progress of improving profitability" which is one of our high priority item and "three types of Shinkha, carbon neutral" for the future.

The first is a reminder about our medium-term management plan (TVE).

Here is TVE's business strategy roadmap toward a space producer spread from seats in FY30.

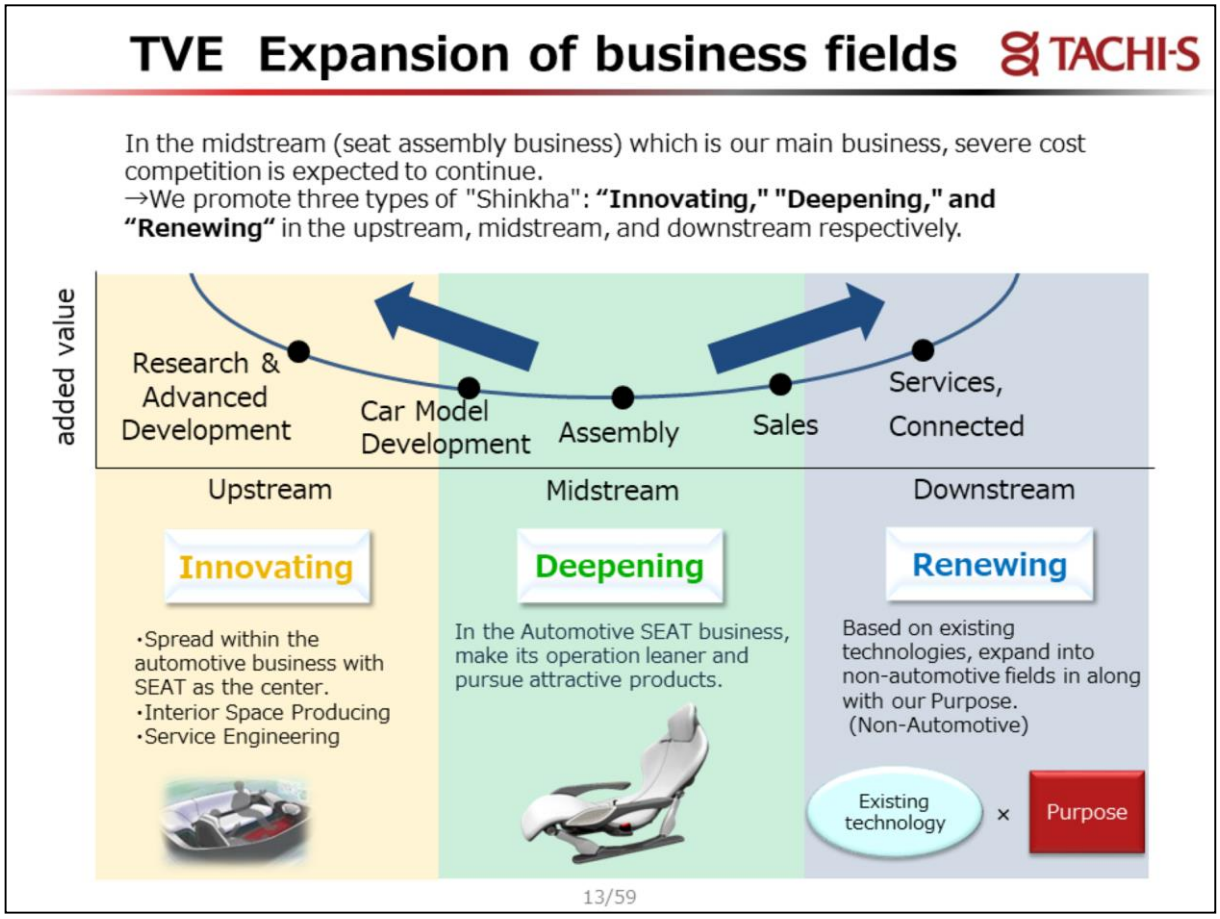
We will also expand the Non-Automotive business other than seat parts. We aim for these two businesses to be the two wheels of our business.

We backcast from that desired state, and positioned the phases from FY21 to FY24 as Wave0 and Wave1, respectively, and set them as the "Revitalizing / Strengthening" phases.



In advancing our business strategy, we are working on three priority activity measures, strengthening Monozukuri competitiveness, Reform and restructure business strategies, and Strengthening management foundation.

The promotion of DX is positioned as the foundation that supports these activities.

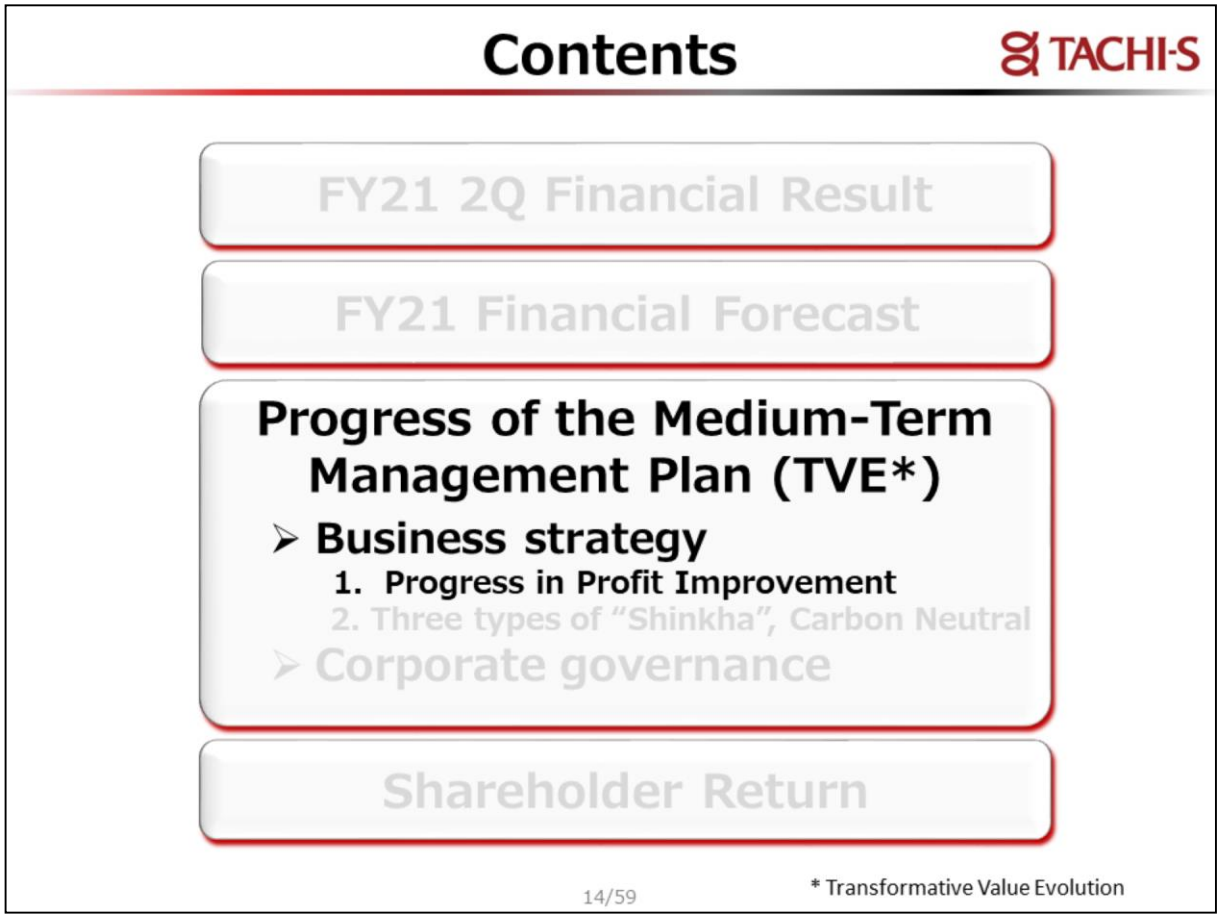


Three types of Shinkha are the key to business strategy. We will shift from the main business of assembling seats in the middle of the river to upstream and downstream with higher added value.

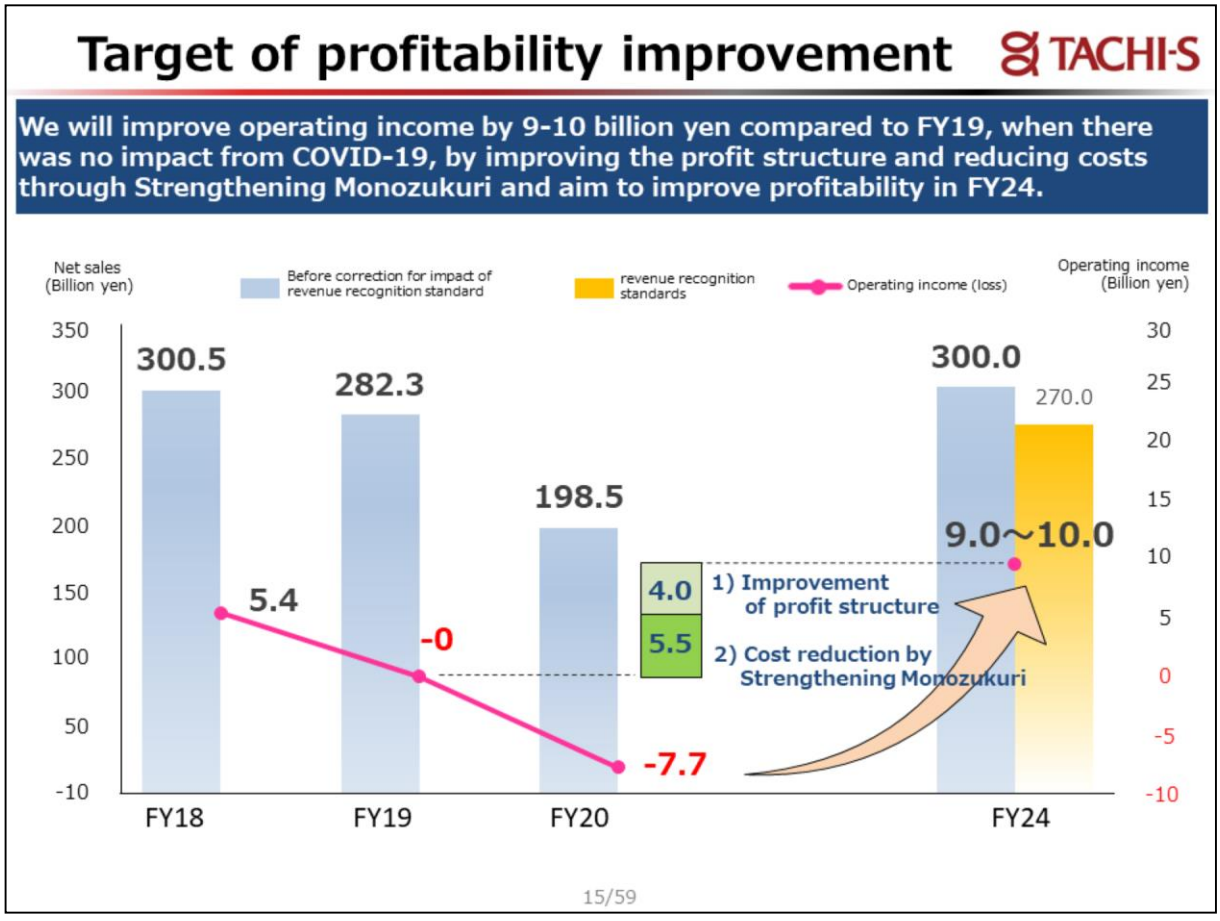
The upstream on the left side is a research and development field represented by advanced technology, and we would like to connect it to the field of space production from seats, and we have positioned it as “Innovating.“

The downstream on the right side corresponds to services, connected, etc., but in addition to working jointly with car manufacturers, we would like to expand into the Non-Automotive area other than automobile seats, and position it as a “Renewing".

On the other hand, in the middle part of the river, it will continue to be our main business. We would like to provide attractive products, high quality, and low cost by thoroughly leaning and improving efficiency, and position it as a “Deepening".



Here is explanation for the progress of profit improvement in business strategy.



Regarding the profit improvement target, we will improve operating income by 9-10 billion yen compared to FY19, when there was no impact from COVID-19, by improving the profit structure and reducing costs through Strengthening Monozukuri and aim to improve profitability in FY24.

As a breakdown, we plan to improve 4 billion yen for “improvement of profit structure" and 5.5 billion yen for “cost reduction by strengthening Monozukuri".

Profit Improvement Measures

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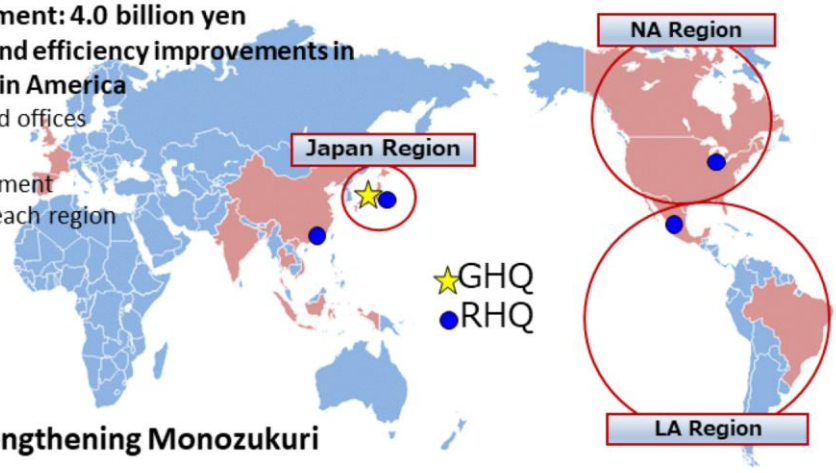
We will streamline and improve the efficiency of our business, by an extreme cost reduction activities on a global basis and transform into a management base capable of generating 9-10 billion yen in operating income in FY24.

1) Profit structure improvement: 4.0 billion yen
Implementing streamlining and efficiency improvements in Japan North America and Latin America

① Reorganization of plants and offices
② Reduction of fixed costs
③ Logistics efficiency improvement
④ Functional optimization in each region



2) Cost reduction by strengthening Monozukuri
5.5 billion yen

① Commonize frame structures
② Localization of parts
③ Expansion of in-house production
④ Reducing the cost of purchased parts
⑤ Process and quality improvement

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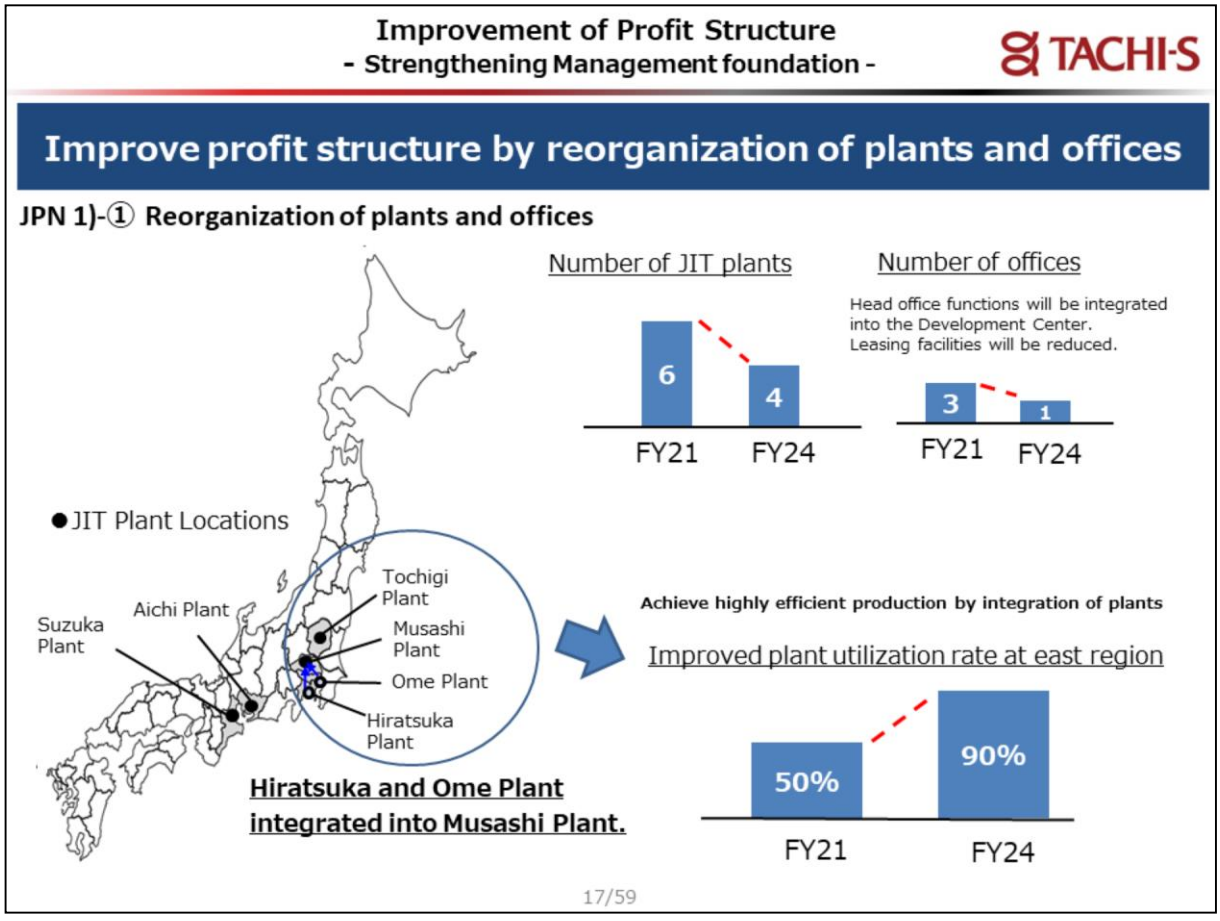
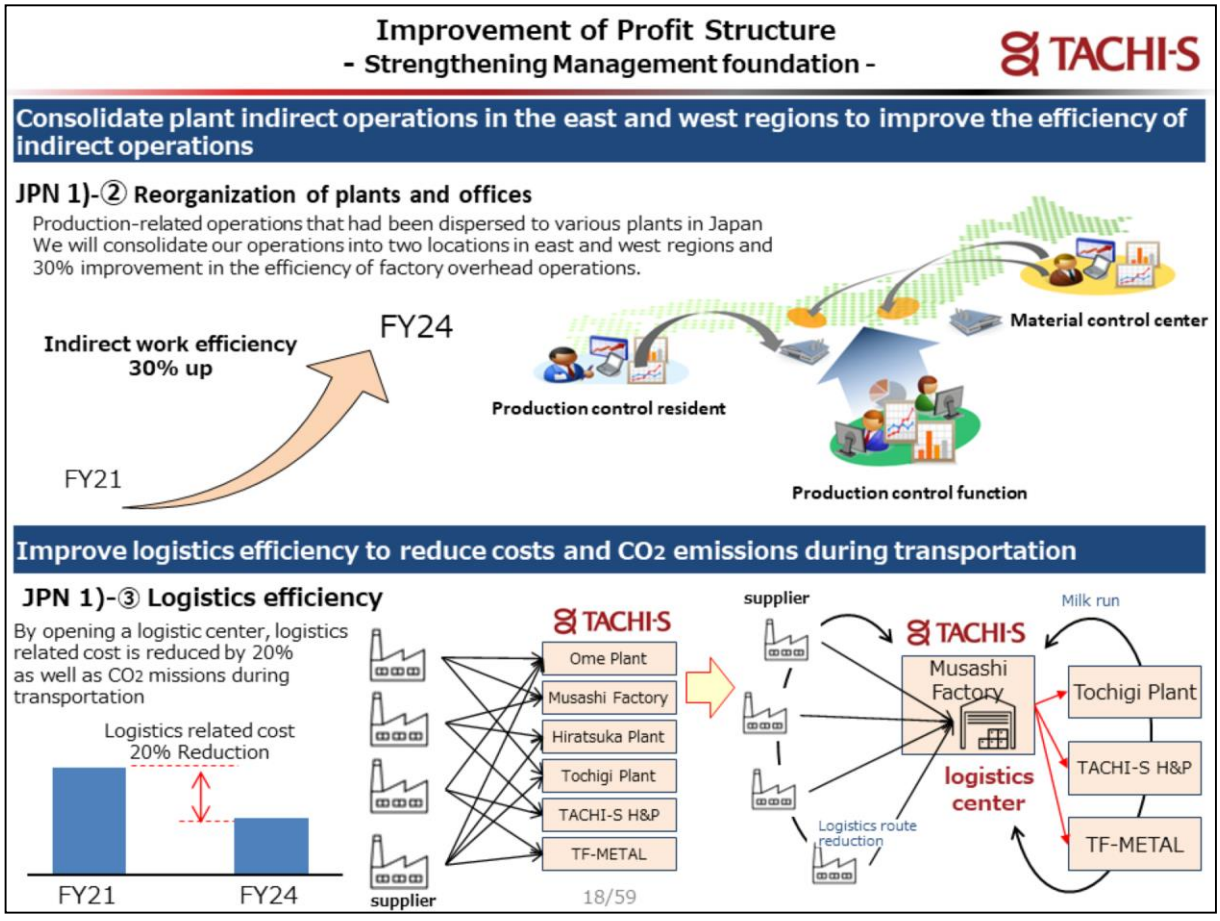
Regarding to "improvement of profit structure", we will reorganize plants and offices in Japan, North America, and Latin America, reduce fixed costs, improve distribution efficiency, and optimize functions in each region to streamline and improve efficiency.

In “cost reduction by strengthening Monozukuri", “commonize frame structures", “localization of parts", “expansion of in-house production", “reducing the cost of purchased parts", “process and quality improvement" to thoroughly reduce costs globally.



In Japan Region,the six JIT plants will be consolidated into four plants, and the offices, including the head office, will be consolidated from three into one plant for optimization.

We will raise the plant utilization rate from 50% to 90% in the east region, where plant utilization rates are low.

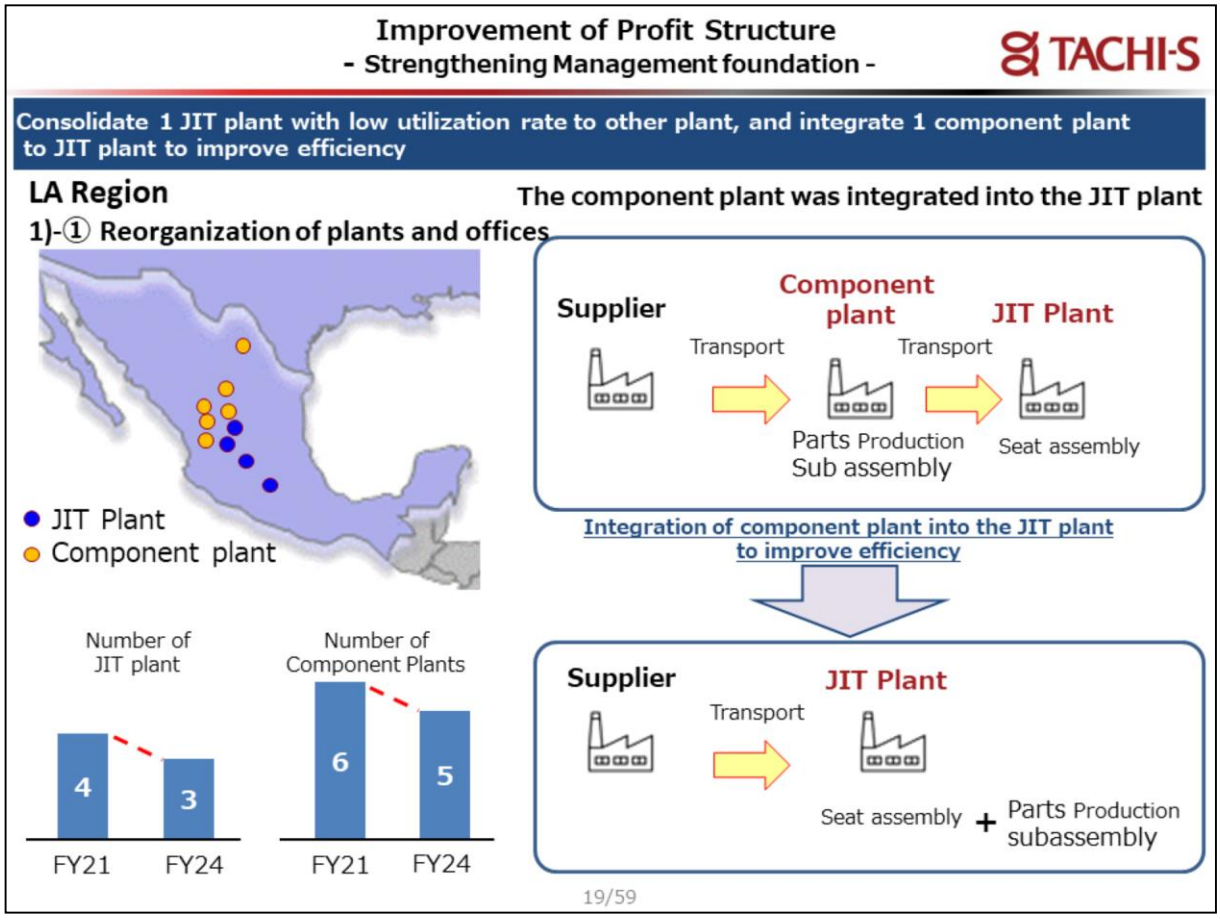


Production-related operations had been dispersed to various plants in Japan.

We will consolidate our operations into two locations in east and west regions and

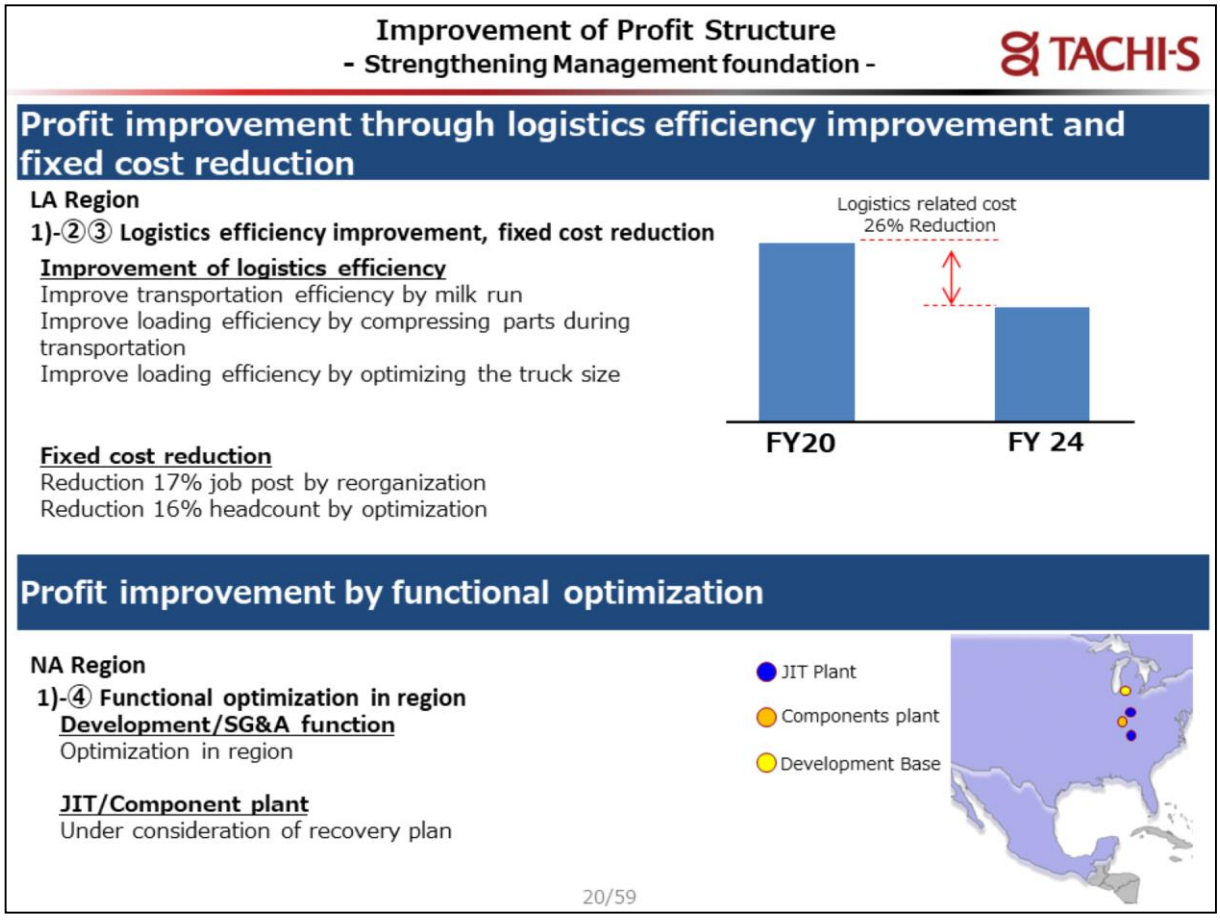
we expect 30% improvement in the efficiency of plant overhead operations.

In terms of logistics, we will reduce logistic related cost by 20% by building a logistics center in the Musashi Plant, reducing logistic routes and applying milk runs and we will also reduce CO2 emissions generated during transportation.



In the Latin America region, the four JIT plants are consolidated into three.

In addition, component plant (sewing) is integrated into the JIT plant in order to reduce man-hours and inventory for transportation and improve efficiency.

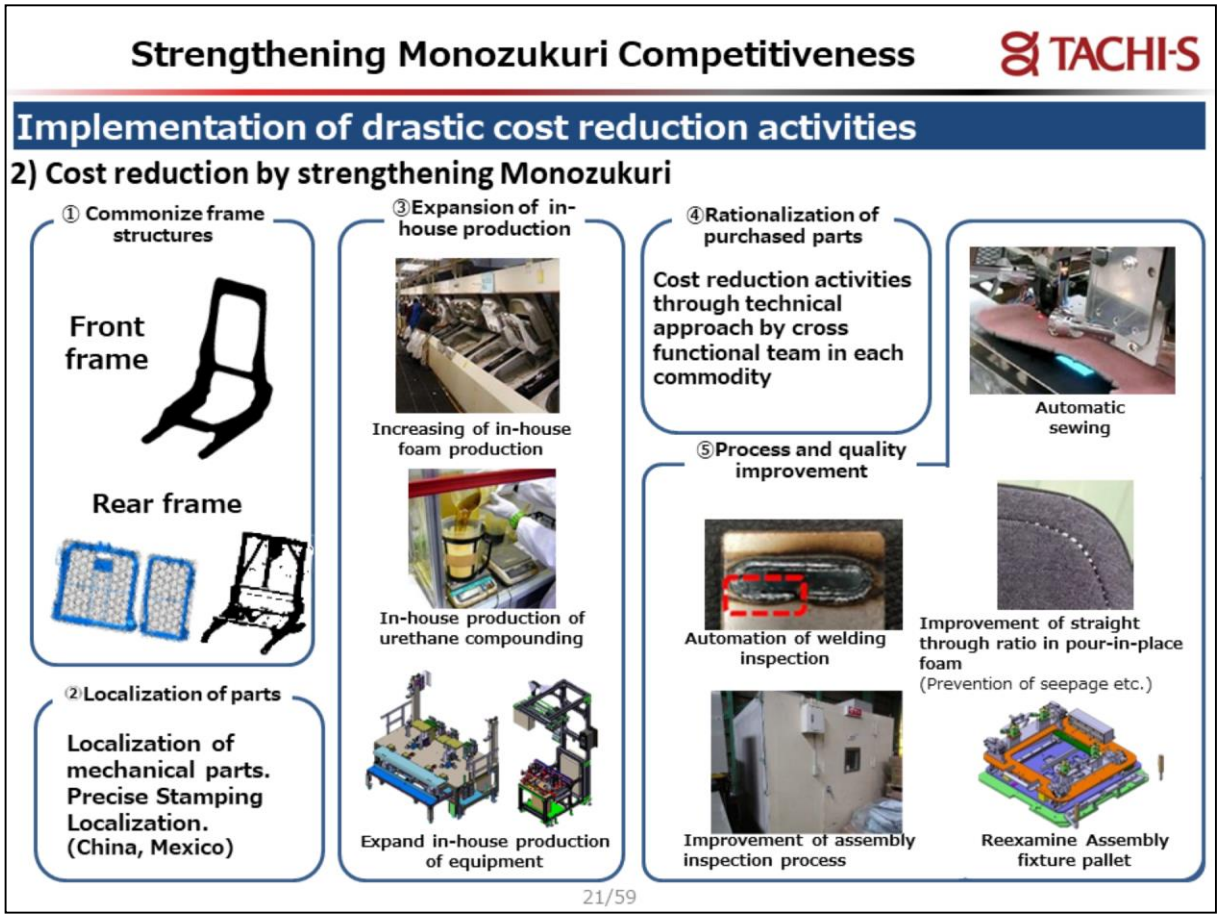


In terms of logistics, we have improved loading efficiency through milk runs, parts compression during transportation and optimization of truck size.We will reduce logistics related cost by 26%.

As a fixed cost reduction, we will implement 17% reduction in job post and 16% reduction in headcount.

In the North American Region, we will improve profitability by optimizing development and management functions.

We are considering recovery plan about JIT and component plants.



There are multiple efforts to reduce cost by strengthening Monozukuri competitiveness.

We will strengthen our cost competitiveness by improving efficiency through the common use of frame structures. The details are explained on the next page.

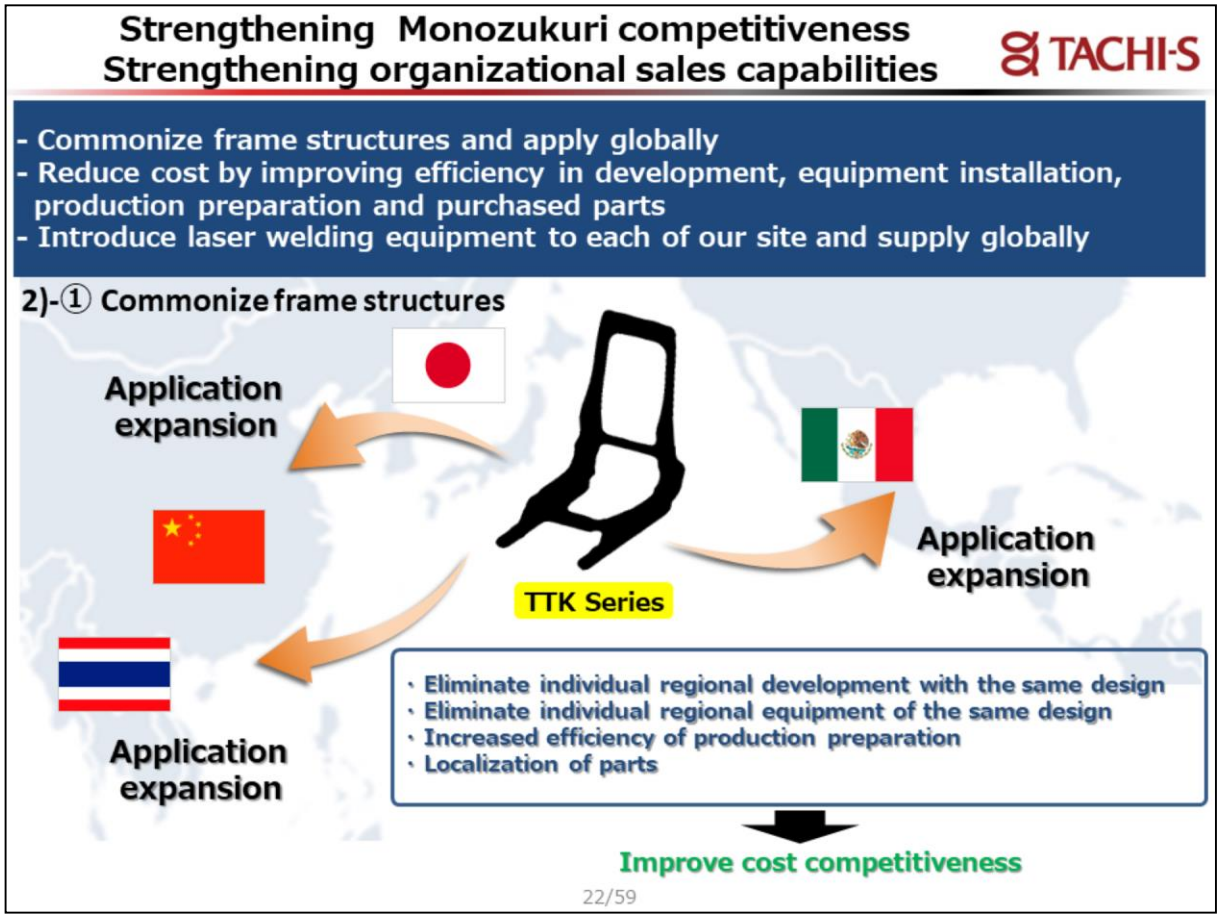
As for the localization of parts, we are working on the local production of mechanical parts and precise stamping parts that are shipped from Japan to China and Mexico.

To promote in-house production, we are working on in-house production of urethane foaming,urethane compounding and in-house plants.

In reducing the cost of purchased parts, cost reduction activities through technical approach by cross functional team in each commodity.

In terms of process and quality improvement, we are working on automation of welding inspection and improvement of assembly inspection process.

Through these items, we will drastically reduce cost.



We will improve cost competitiveness by applying the TTK series with a commonized frame structures on a global basis as below these four activities.

・Eliminate of individual regional development with the same design

・Eliminate individual regional equipment of the same design

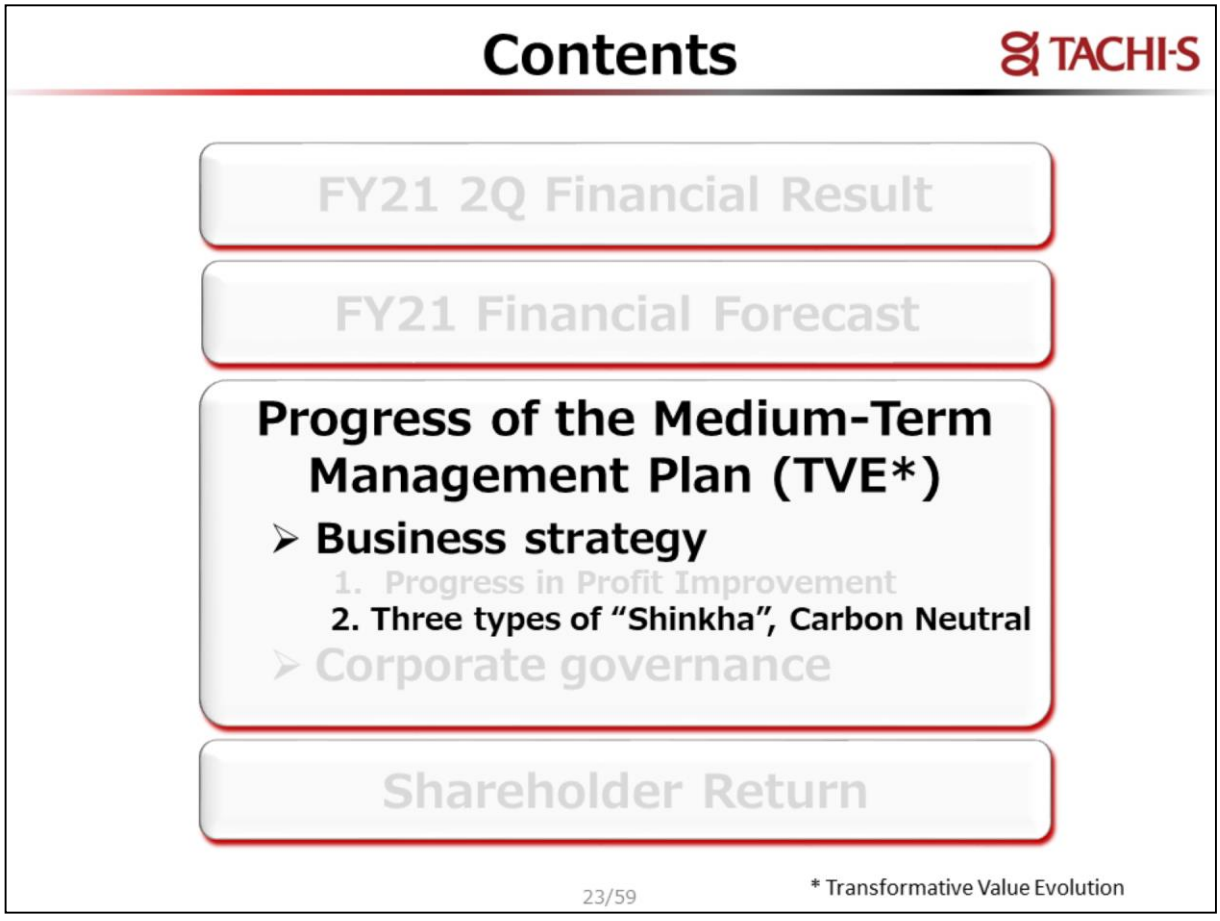
・Increased efficiency of production preparation

・Localization of parts

TTK has been widely adopted to Japan, Thailand, Mexico and China.

As further expansion to other region, we continue to offer TTK.

This is one of activity of strengthening Monozukuri competitiveness.



Here is explanation about three types of Shinkha and carbon neutral activities for future growth.

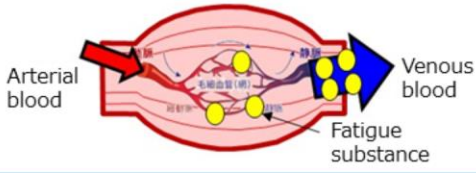
Three types of Shinkha - Deepening

TACHI-S

Quantitatively analyze the mechanism of fatigue and comfort through joint research with universities and pursue "seating technology" to provide better products based on a scientific approach.

Research and development of posture change and fatigue mechanism

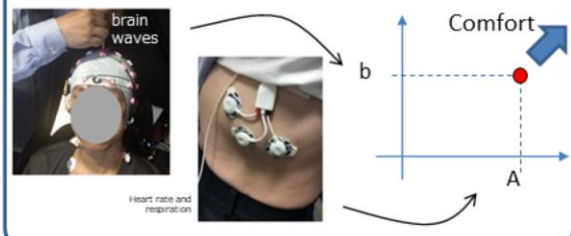
Posture change (posture measurement)
⇒ Changes in muscle activity of posture-holding muscles (electromyography)
⇒ Changes in muscle blood flow (muscle blood flow measurement)
⇒ Prevention of accumulation of fatigue substances (measurement of blood lactate level)
⇒ Fatigue reduction



Joint development with Mie University

Research and Development of Comfort

Comfort is measured by the central nervous system (EEG), autonomic nervous system (heart rate and respiration)
Possibility of evaluation by synthesis of each measurement value



Joint development with the Tokyo University

"Purpose"

Supporting People and the Earth through Seating Technology

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This is our approach to "Deepening" area.

We are conducting research to quantitatively analyze the mechanisms of fatigue and comfort during sitting in collaboration with universities.

On the Left side is the research and development on posture change and fatigue mechanism in collaboration with Mie university.

On the right side is the research and development of comfort that we have done jointly with Tokyo university.

We will continue to provide high quality attractive products based on this scientific approach.

Three types of Shinkha - Innovation -

TACHI-S

Expand the scope of company activities by offering our proposals for mobility spaces spread from the seat to provide new experience and values for the era of CASE/MaaS and us being a space producer

Mobile My Room Concept

Offer new experience and value in the Mobility Space in the Future.
Propose a new value by combining mobility and living room like space, as a home away from home

My Room + Alpha
Spend time with friends

My Room for Owner
Spend time alone.

Mobile Living Room
Second living room for a family

Owner Atelier
Dedicated work space for users

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This is our approach to “Renewing” area.

We will expand the scope of company activities by offering our proposals for mobility spaces spread from the seat to provide new experience and values for the era of CASE/MaaS and us being a space producer.

We will propose a new value by combining mobility and living room like space, as a home away from home. At present, we are creating a conceptual model of a mobile my room and working to create needs and extract seeds.

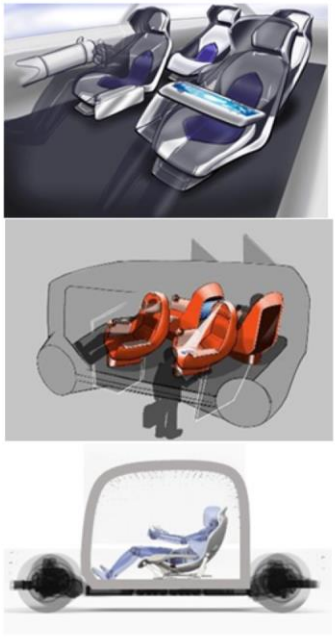
Three types of Shinkha - Innovation -

TACHI-S

Corroboration with other industries on the creation of new mobile space value (space producer)

Adding Value to Mobility, Adding New Value…

- Traditional value = move farther and faster (value as a means to an end)
- Future value = new and more evolved value (less value as a means to an end)



Corroboration with other industries

A space that provides comfortable movement

- Convenience (stress-free travel)
  - ✓ Operation as desired (SW-less operation)
  - ✓ Activation by intention estimation (anticipation)
- Health, safety (move to be healthy)
  - ✓ Promotes physical and mental health
  - ✓ Improvement for clean air

A mobile space that provides experience value

- Experience (new added value of mobility)
  - ✓ Information for Easy understanding
  - ✓ Optimal posture for each driving environment

"Purpose"

⇒**Support people**
~Meeting expectations
~In a casual manner

⇒**Support people**
~Contribute to enriching their lives

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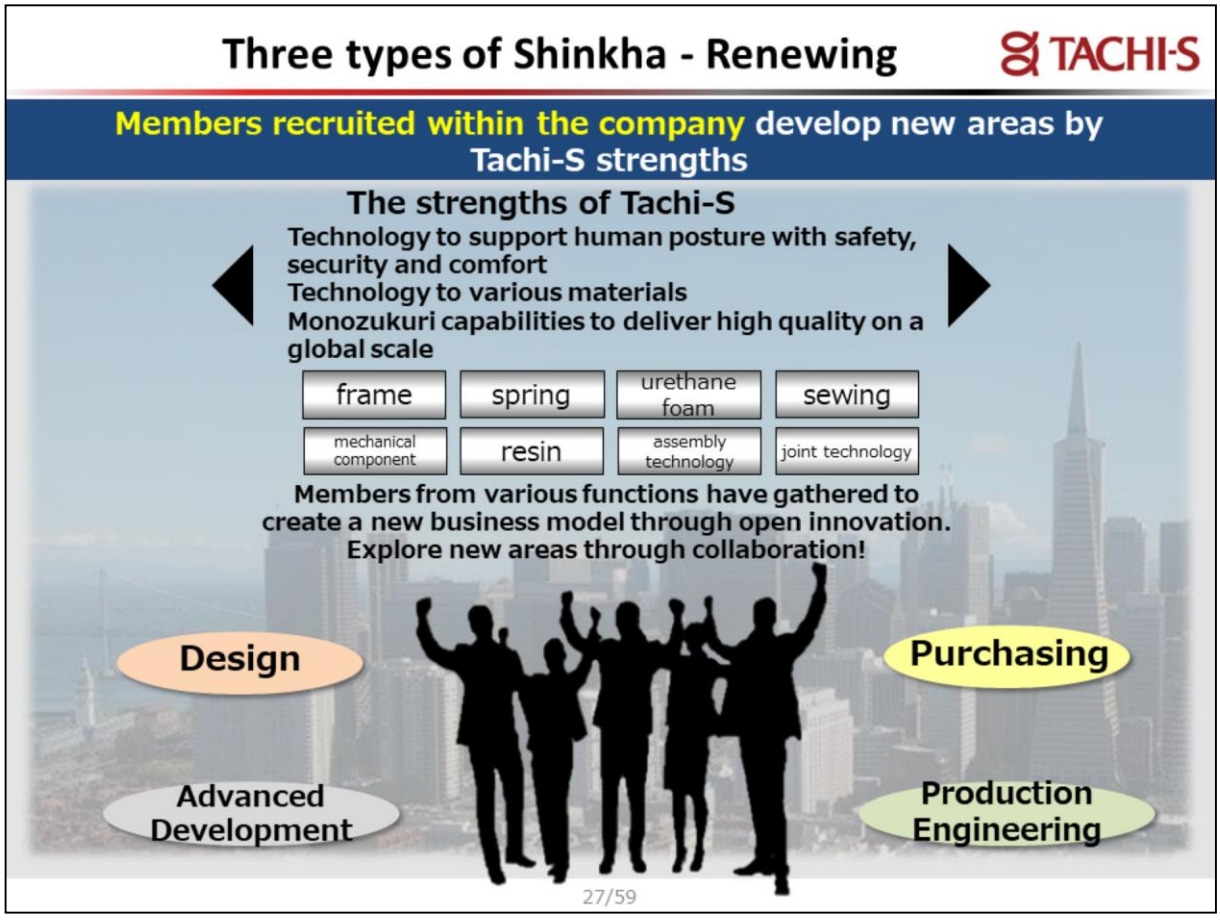
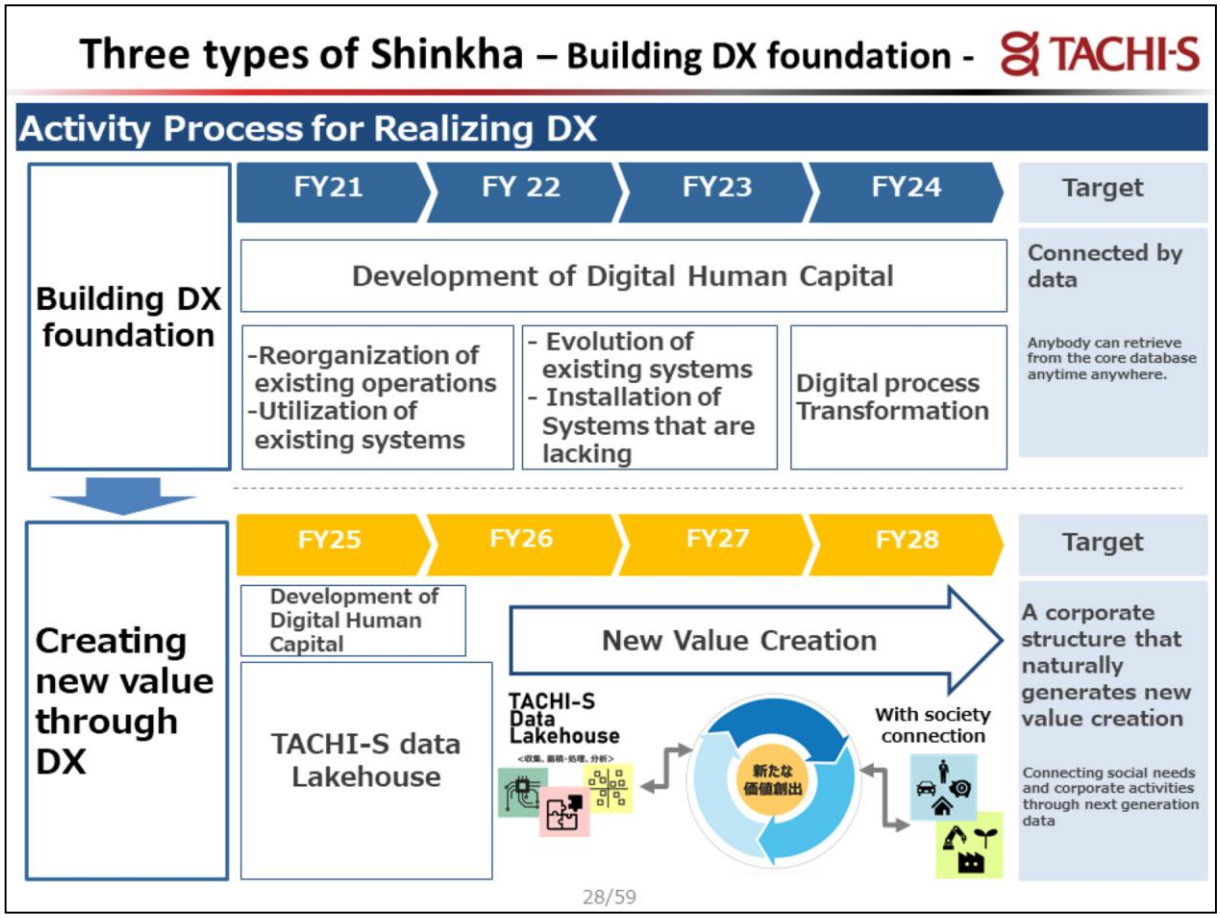
Another approach as a space producer is to actively collaborate with other industries.

We pursue various possibilities by discussing with other industries that have different values, viewpoints, and technologies to broaden our horizons.



Regarding to “Renewing”, the members from various backgrounds gathered through in-house recruitment will develop new fields by leveraging the strengths of TACHI-S.

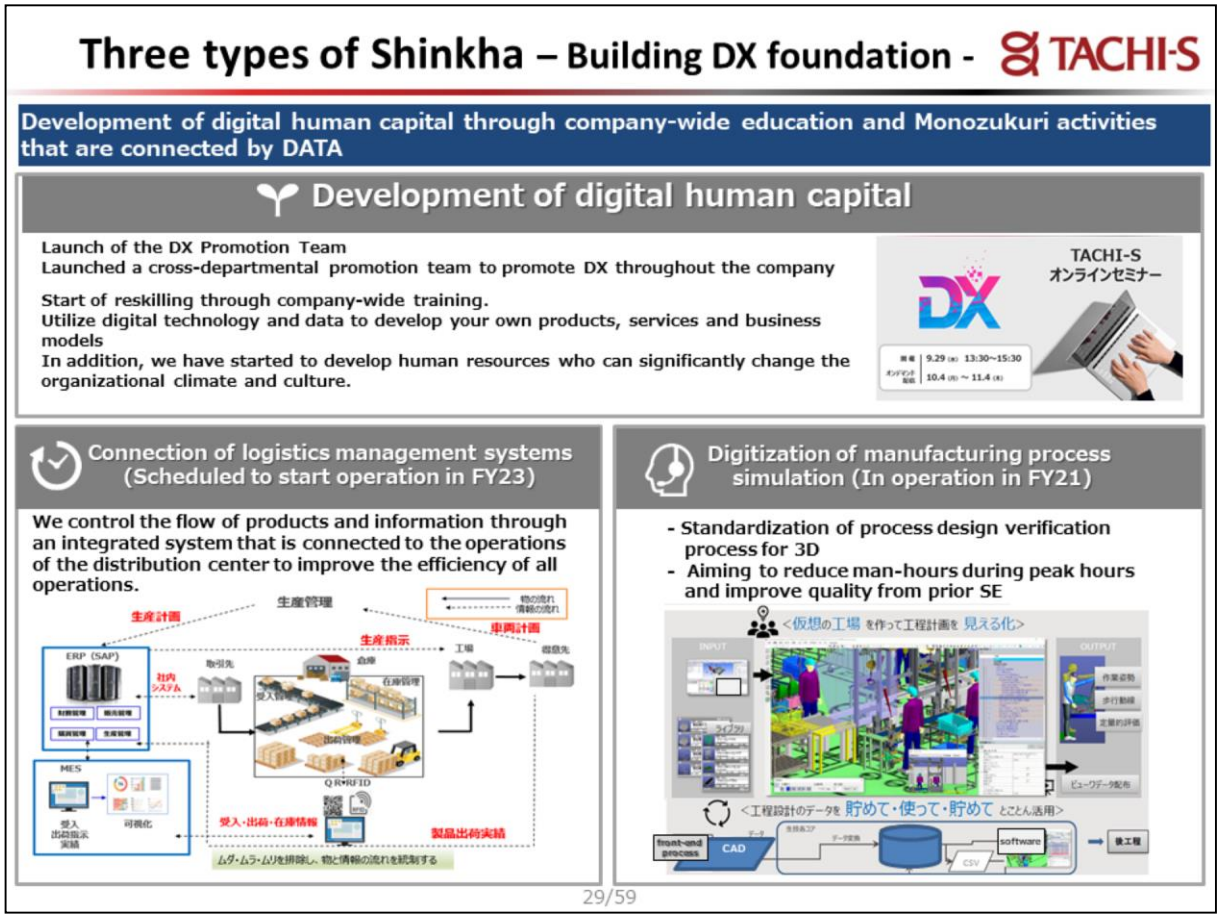
We will explore the possibility of collaboration with other industries through open innovation. We aim to provide new experience value and solutions not only in the seat area but also in new areas.



Regarding to the DX activities that are the common foundation for the three types of Shinkha, we will create a state in which everything is connected by data as a phase of building a foundation for DX by FY24.

We will work on development of digital human capital, reorganization of existing operations, evolution of existing systems, installation of systems that are lacking and digital process transformation in order to achieve our goals.

From FY25 onward, the accumulated and analyzed data will be used to create new value (DX) by connecting social needs and corporate activities.



Here is introduce our current activities.

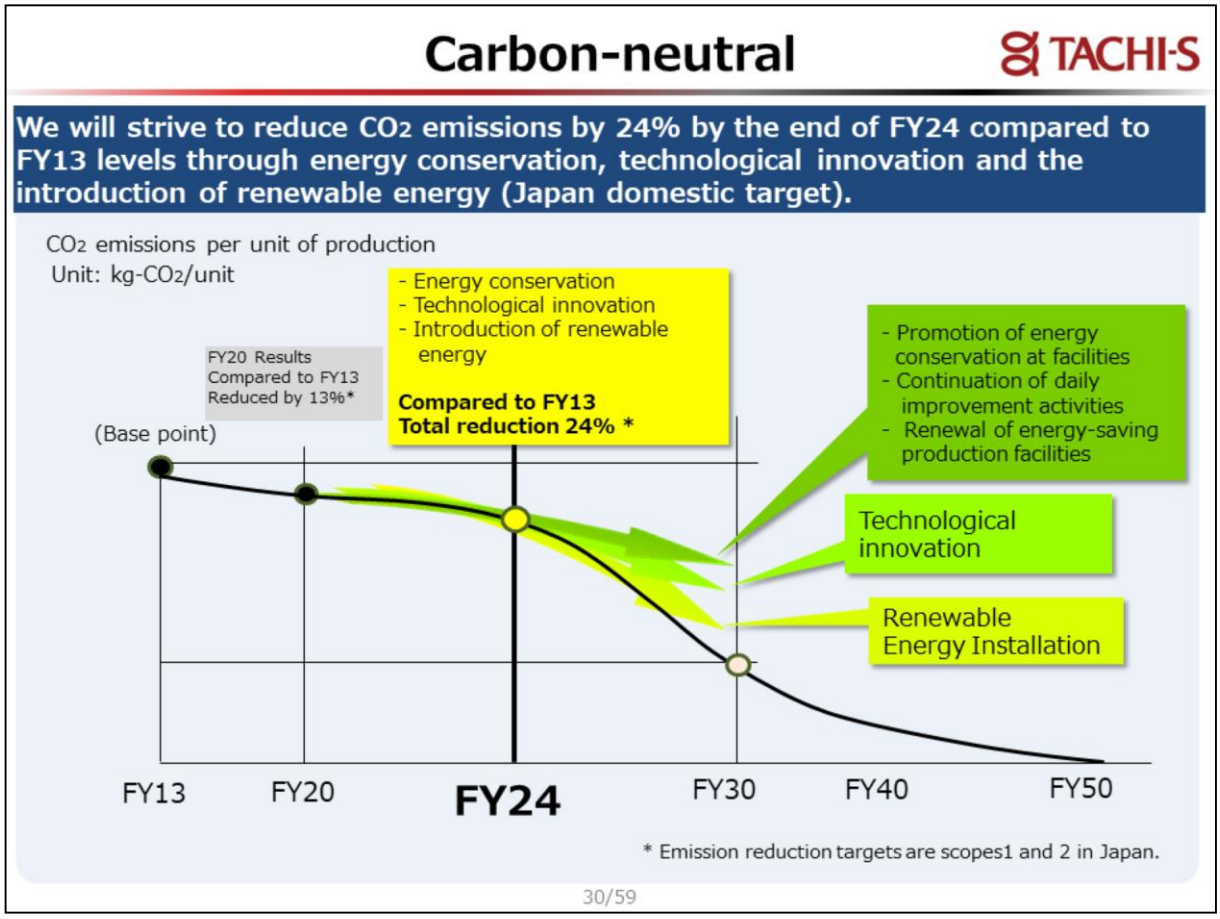
Members from each function for DX throughout the company promote the process towards “Connecting with Data”.

We are also implementing company-wide training to help all employees become digital human capital.

In terms of manufacturing activities, we have an integrated system that links logistics management and production management.

We are promoting the control of the flow of goods and information and the improvement of the efficiency of all operations for the operation in FY23.

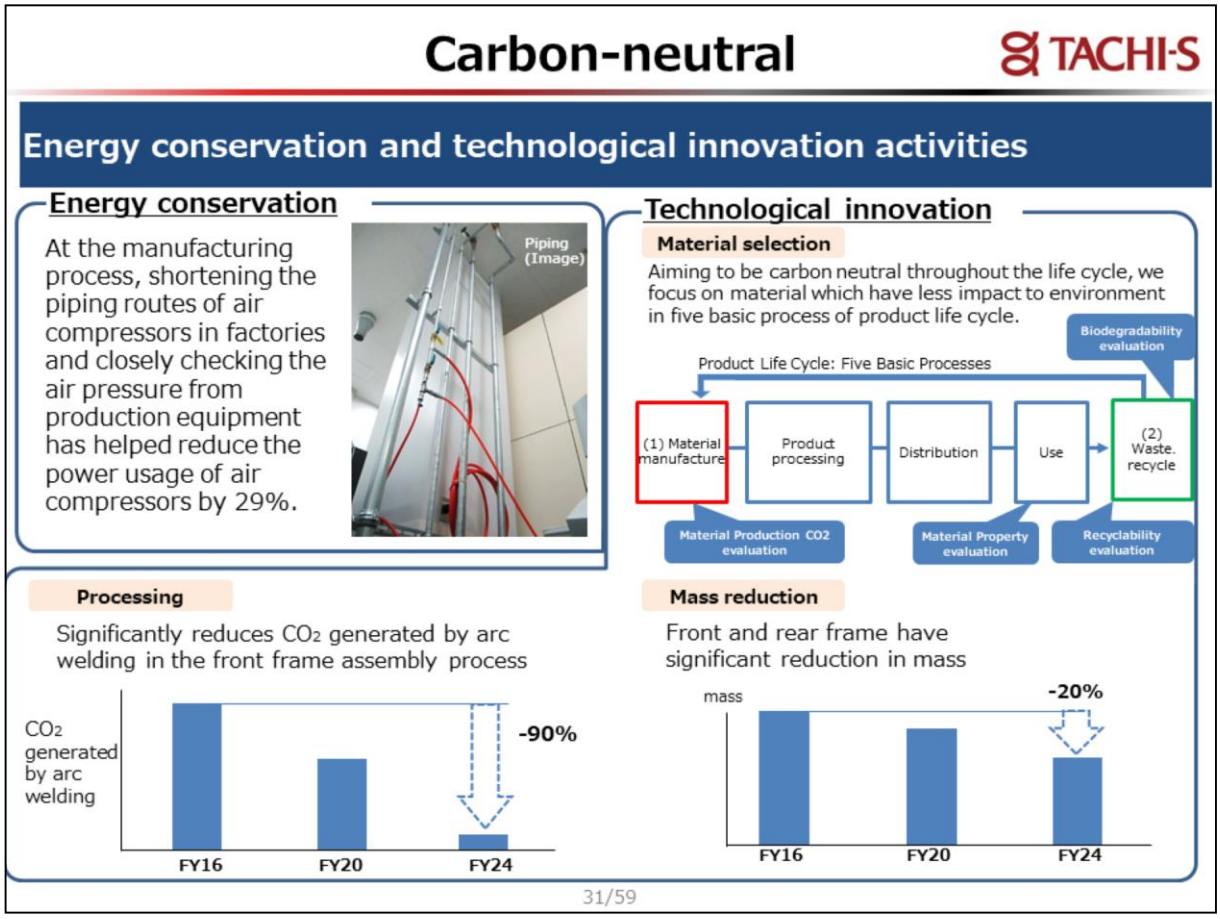
In addition, process simulations are conducted digitally, and efficiency improvements through the accumulation and utilization of process design data have been in operation since FY21.



Regarding to our activities to achieve carbon neutrality,we will strive to reduce CO2 emissions by 24% by the end of FY24 compared to FY13 levels through energy conservation, technological innovation and the introduction of renewable energy.

Various countries have set their own targets, but we plan to set reduction targets in accordance with the policies and targets of each government.

On the next and following pages, we will introduce the activities of our energy conservation, technology innovation and renewable energy introduction sites.



Regarding to introduce our activities in energy conservation, shortening the piping routes of air compressors in factories and closely checking the air pressure from production equipment has helped reduce the power usage of air compressors by 29%.

we would like to introduce some examples of technological innovation examined from the perspectives of materials, processing, and weight reduction.
Aiming to be carbon neutral throughout the life cycle, we focus on material which have less impact to environment in five basic process of product life cycle.

In processing, we will reduce CO2 welding gas by 90% in order to abolishing arc welding that emits CO2 and adopting another coupling method.

In terms of weight reduction, we will achieve a 20% reduction in the mass of the frame to be mass-produced in FY24 compared to FY16 through the use of high-tensile material, laser welding and a reduction in the number of parts.

Carbon-neutral

TACHI-S

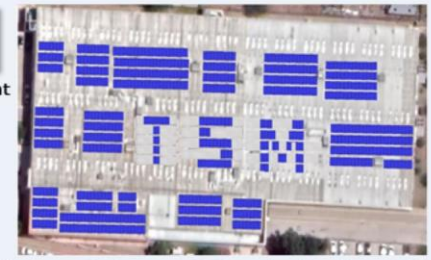
CO_2 emissions reduction through the introduction of photovoltaic systems in various countries

Component Plant

CO_2 emissions -97% of reduction from FY20

In operation since August FY21

Development Center



CO_2 emissions: Estimated 93% reduction from FY20

Commencement of operations during FY22

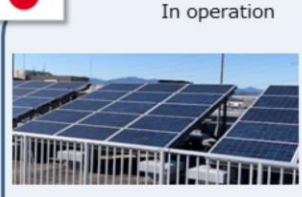
JIT Plant

CO_2 emissions expected to be 18% lower than FY20

Start of plant operation by the end of FY22

TACHI-S Technical Monozukuri Center

In operation



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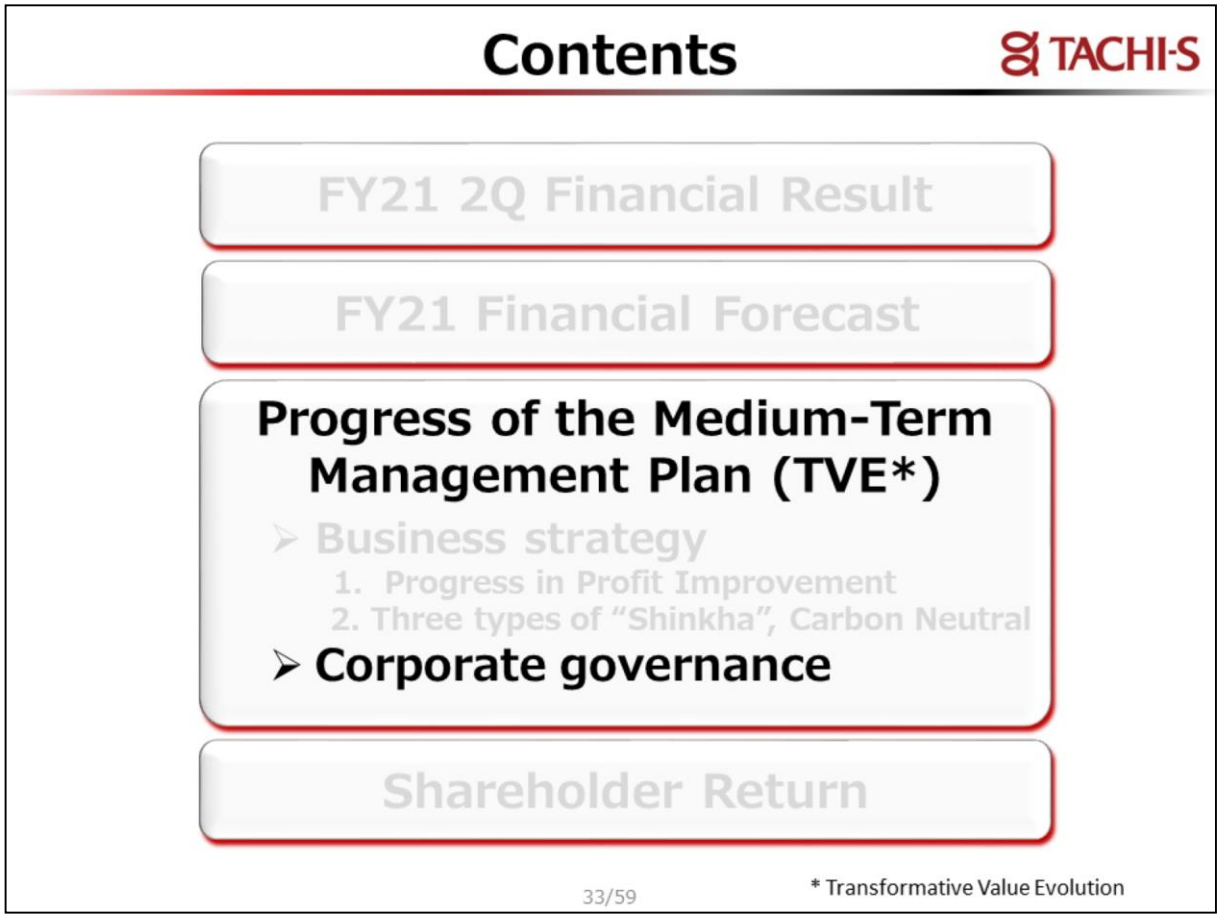
Reduction rate per plant

Here is activities to introduce renewable energy.

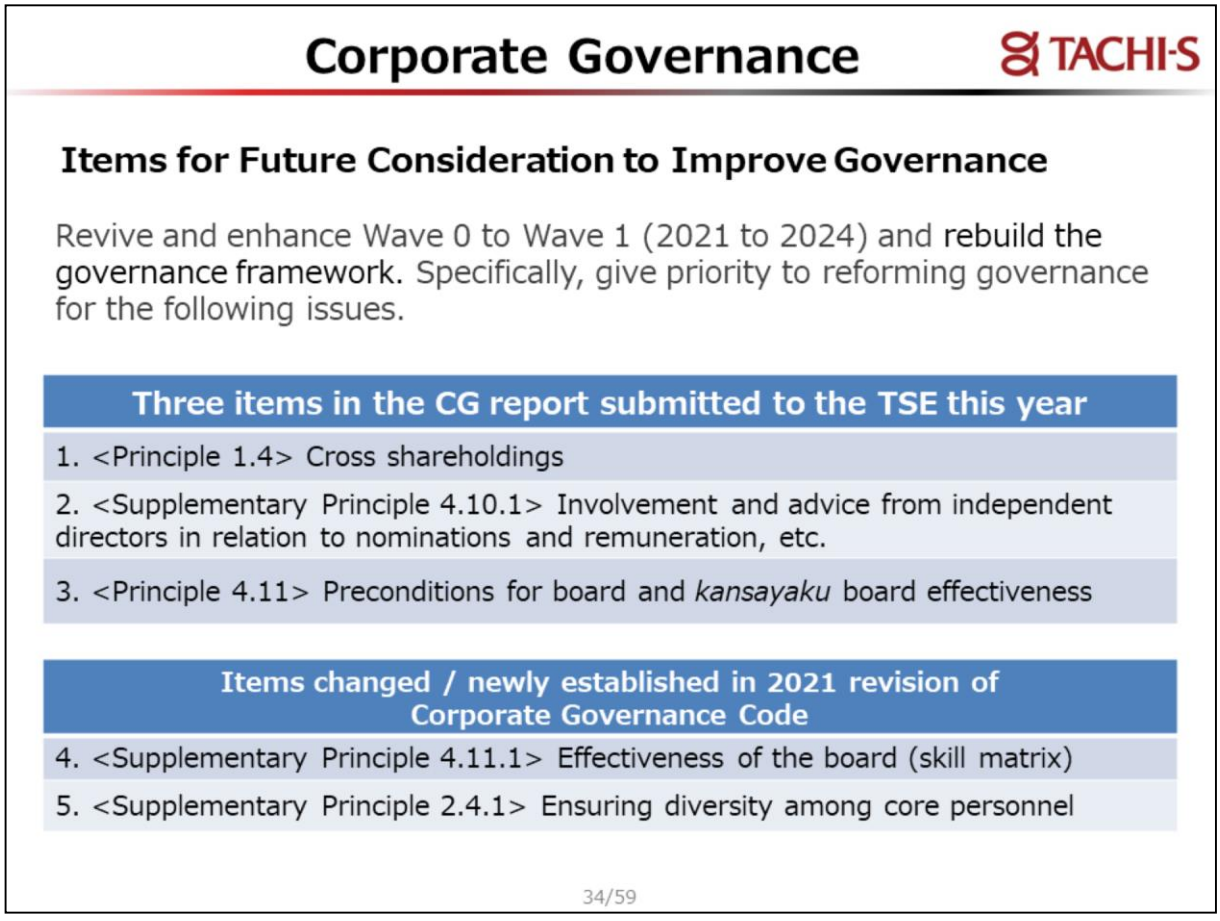
Our sewing plant in China has been using solar power generation systems to supply most of their electricity.Plans are also underway in Japan and Mexico to start from FY22.

We will continue to verify effects of the project and further expand it.

TACHI-S Technical Monozukuri Center has been in operation since its establishment.



Here is explanation about Corporate Governance.



We will rebuild the governance structure by positioning the period from Wave 0 to Wave 1, fiscal 2021 to fiscal 2024, as the period of revitalization and reinforcement, in an effort to strengthen the management foundation.

Specifically, we will give priority to reforming governance for the following five issues.

Corporate Governance

TACHI-S

Response to Governance Issues

	Item	Time of response
June 2021 Explanation in CG report	1. <Principle 1-4> Cross shareholdings	➢ Manage to ensure less than 10% of consolidated net assets, remaining constantly aware of asset efficiency in light of our stretch target of 10% ROE (by FY2024)
June 2021 Explanation in CG report	2. <Supplementary Principle 4.10.1> Involvement and advice from independent outside directors in relation to nominations and remuneration, etc.	➢ A majority of Human Resources and Remuneration Committee members to be outside directors. Change to be completed **within fiscal 2022** at the latest ➢ Consideration of appointing an outside director as chairman of the Human Resources and Remuneration Committee
2022 June 2021 Explanation in CG report	3. <Principle 4.11> Preconditions for board and *kansayaku* board effectiveness	➢ A survey is given to the board and the *kansayaku board* each April to conduct an internal evaluation. Results and issues are announced and reform measures are discussed at the May board meeting ➢ It is planned to use a third-party institution to conduct board evaluations from **fiscal 2021** onward. Discussion of evaluation items, etc., will commence in fiscal 2021
2022 Proposed CGC revision	4. <Supplementary Principle 4.11.1> Effectiveness of the board (skill matrix)	➢ **Disclosure in Notice of the 70th Annual General Meeting of Shareholders**
Proposed CGC revision	5. <Supplementary Principle 2.4.1> Ensuring diversity among core personnel	➢ Conduct global talent management from fiscal 2020 ➢ Wave 0: Develop a talent pool ➢ Wave 1: Expansion of female senior managers ➢ Wave 2: More than one female executive officer

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This table indicates the timeline for when each issue will be addressed.

Previously the Company had conducted internal assessments regarding Principle 4.11: “Preconditions for board and *kansayaku* board effectiveness,” but it will transition to assessments utilizing a third-party institution from fiscal 2021 onward.

With regard to Supplementary Principle 4.11.1: “Effectiveness of the board,” the Company will post a skill matrix in the Notice of the Annual General Meeting of Shareholders starting from the Annual General Meeting of Shareholders to be held in 2022.

With regard to the other issues, we will also address them by giving our maximum attention to and understanding of the Corporate Governance Code, and in compliance with its intent.

Contents

TACHI-S

FY21 2Q Financial Result

FY21 Financial Forecast

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

- Business strategy
  1. Progress in Profit Improvement
  2. Three types of "Shinkha", Carbon Neutral
- Corporate governance

Shareholder Return

* Transformative Value Evolution

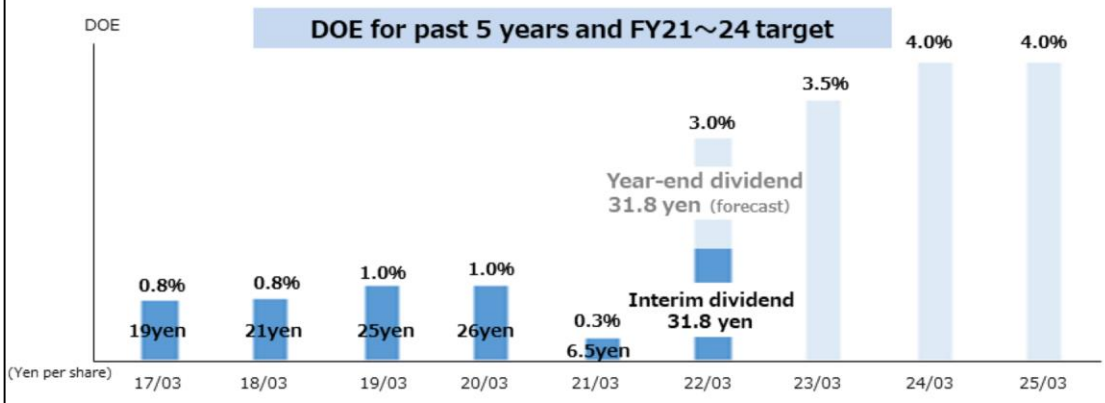
Shareholder Return

TACHI-S

Dividends : FY2021 – FY2024 DOE* 3～4%

*Dividend on Equity Ratio

- Using Dividend on Equity (DOE) ratio as primary financial index for dividends
- Proactively providing returns to shareholders while comprehensively taking into account factors including cash flow, maintenance of healthy financial base for medium to long term, etc..



※ In order to further enhance the return of profits through dividends, abolish the shareholder benefit program.

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We use Dividend on Equity Ratio (DOE) as primary financial index for dividends and plan to raise the DOE to 3-4% from FY21 to FY24.

FY21 2nd Q-end dividend per share is 31.8 yen.

Annual dividend per share for FY21 expect to 63.6 yen, increase of 57.1 yen from the previous year.

In order to further enhance the return of profits through dividends, we will abolish the shareholder benefit program.

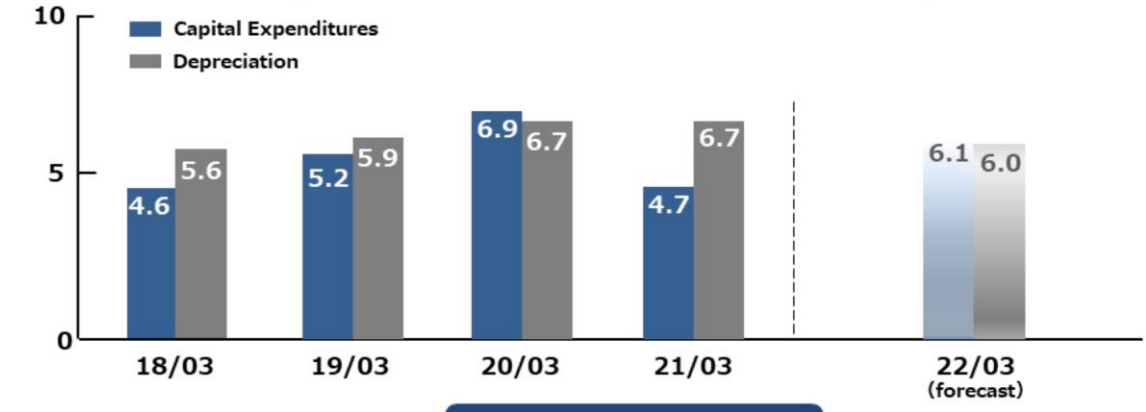
Appendix

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

TACHI-S

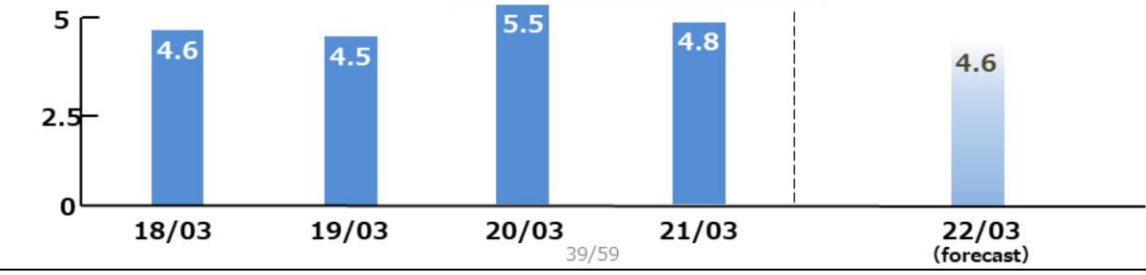
(Unit: billion yen)

Capital Expenditures & Depreciation



(Unit: billion yen)

R & D



New Models/Model Minor Changes in FY2021

TACHI-S

	2021									2022		
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Japan	VANETTE (M)	DUTRO (M)			GT-R (M)	DYNA (M)						
Americas			Frontier (FRAME)									
China			X-TRAIL									

● NISSAN ● TOYOTA/HINO ● Models to be launched in second half

(M) : Minor Change Model Year

FY2021 Main New Launch Models TACHI-S

X-Trail seats for Dongfeng Nissan have started production

Start of Production : June 2021

Production Company/Seat Parts

Zhengzhou Dongfeng Lear Taixin Automotive Seating Co.,Ltd. / Assembly of all seats

Zhengzhou Taixin Interia Co., Ltd. / 2nd seat frame(slide), 3rd seat frame

2nd Seat (Slide)

3rd Seat

Customer Award

TACHI-S

Outcomes from our team efforts for quality improvement

From NISSAN

Japan Regional Quality Award | **China Regional Quality Award**

2nd consecutive year

TACHI-S Co.,Ltd.

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

From HONDA

Excellence in Delivery and Quality Award

3rd consecutive year

SETEX Automotive Mexico, S.A. DE C.V.

Region Topics (Japan)

TACHI-S

Exhibited at the 67th Annual Meeting of The Japanese Society for Dialysis Therapy

New 3-motor electric bed

New model scale bed

Electric Foot Care Chair

Dialysis chair (air barrier seat) prototype jointly developed with NIKKISO CO., LTD.

TACHI-S H&P Co., Ltd.

Region Topics (Latin America)

TACHI-S

Expansion of parts business at Zacatecas Plant

Donated 6 welding robots to 3 universities in Mexico for students in the engineering field

TACHI-S Mexico

Region Topics (North America, China)

TACHI-S

Achieved 7 million seat production over 33 years since establishment in 1987

SETEX, Inc.

Held ceremony to mark the 10th anniversary since establishment

Zhengzhou Dongfeng Lear Taixin Automotive Seating Co.,Ltd.

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Region Topics (China)

TACHI-S

Held ceremony for the new plant in conjunction with the plant transfer

Achieved 1 million seat production of XR-V

Received the Bronze Award at the Dongfeng Honda Business Partner NHC Competition

Wuhan Dongfeng TACHI-S Adient Automotive Seating Co., Ltd.

Exchange Rate

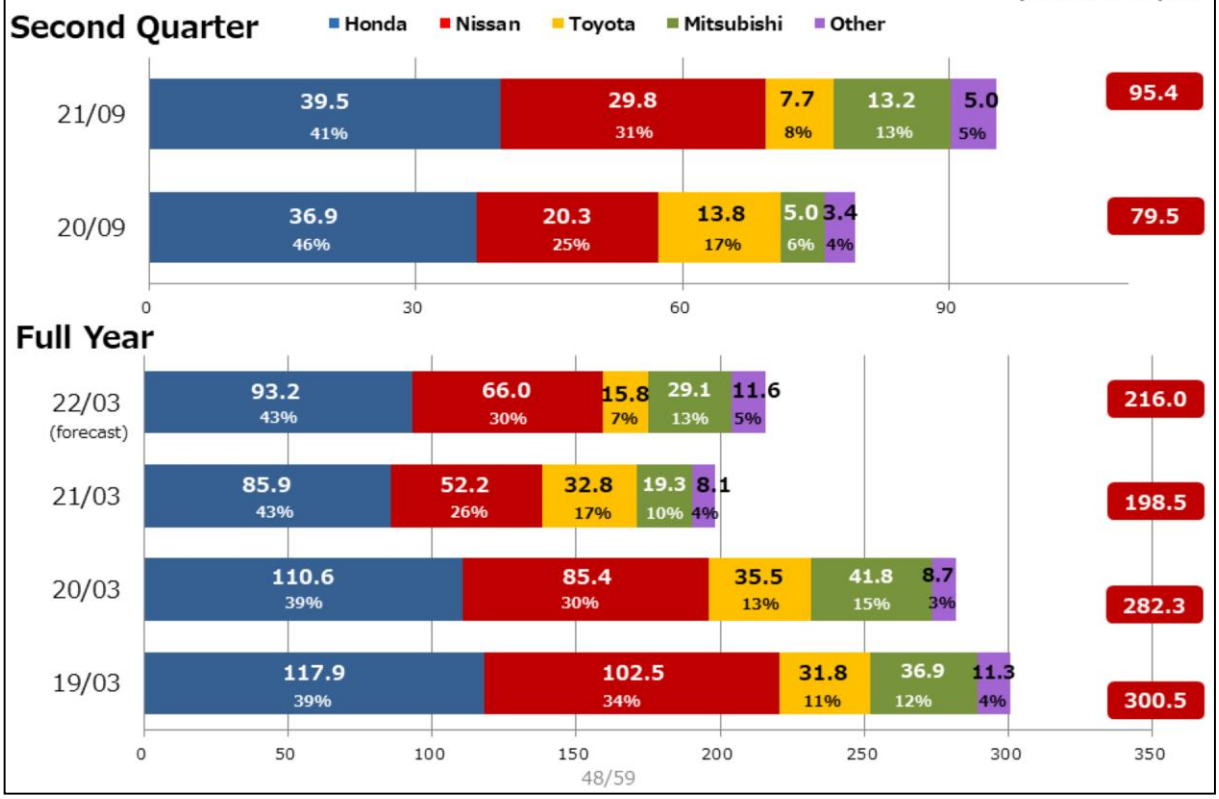
TACHI-S

(Unit: yen)

	18/03	19/03	20/03	21/03	22/03 (forecast)
USD	111.19	109.18	109.13	105.79	111.00
MXN	5.94	5.73	5.65	5.02	5.40
EUR	129.36	122.00	121.27	123.22	131.00
RMB	16.59	16.31	15.86	15.41	17.00

Net Sales by Customer (Consolidated) TACHI-S

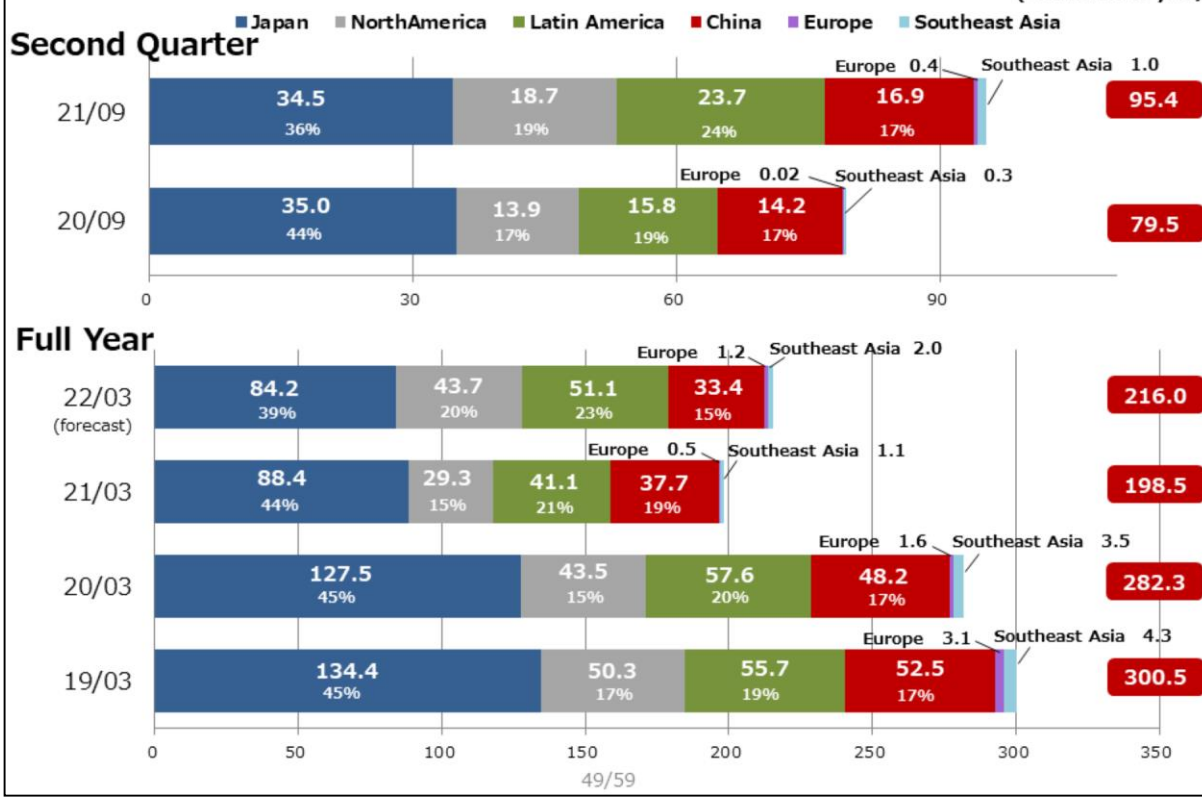
(Unit: billion yen)



Net Sales by Region (Consolidated)

TACHI-S

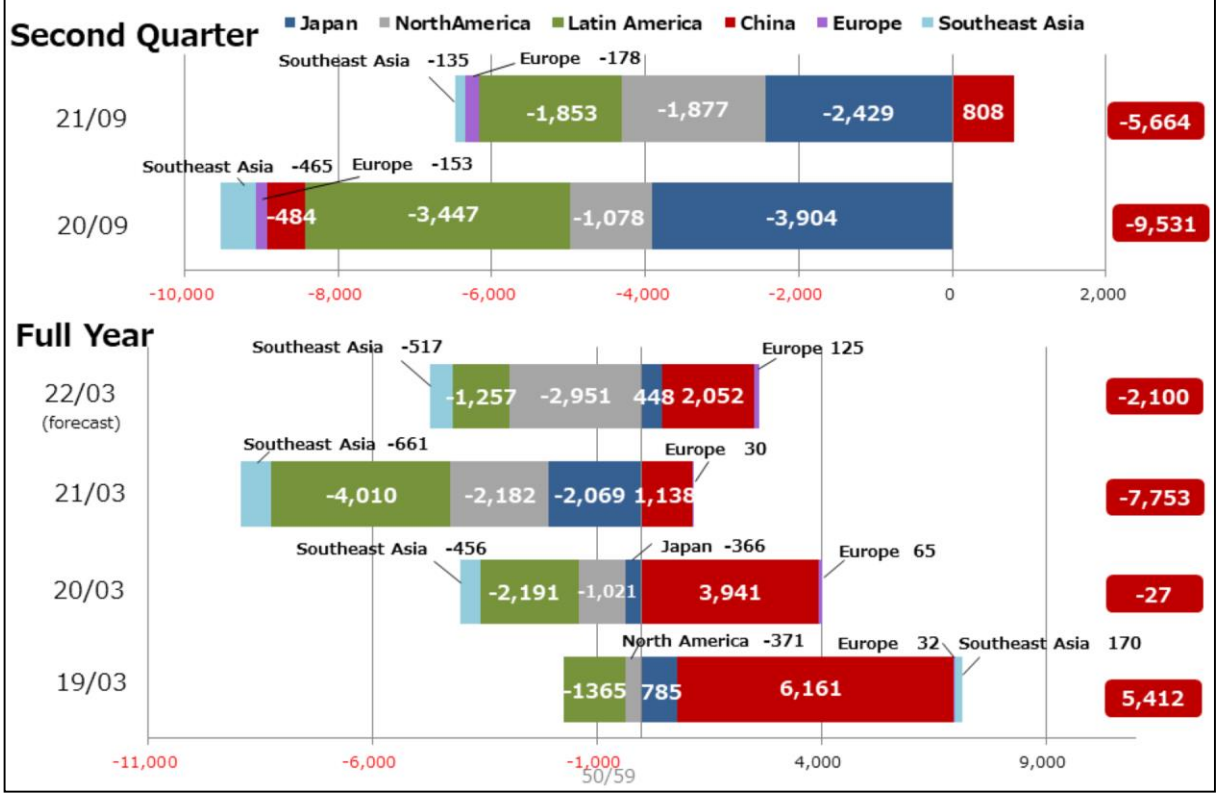
(Unit: billion yen)



Operating Income by Region
(Consolidated)

TACHI-S

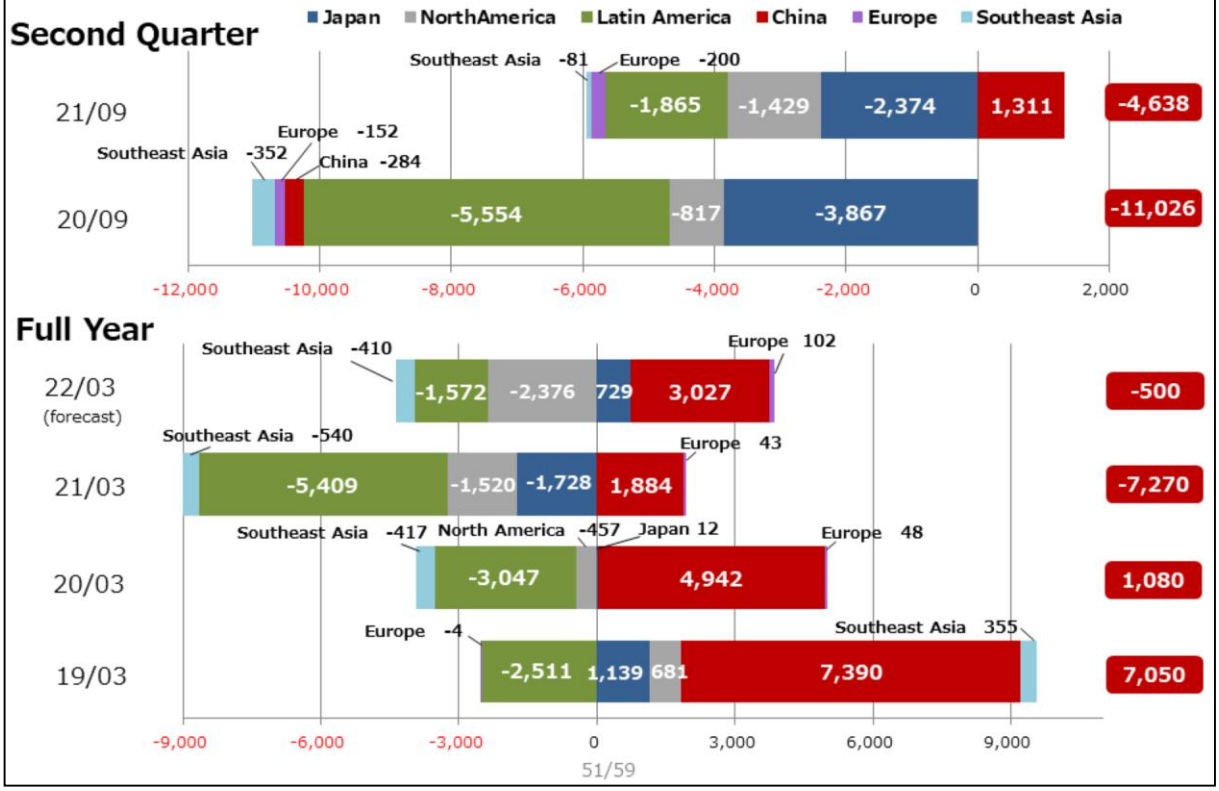
(Unit: million yen)



Ordinary Income by Region
(Consolidated)

TACHI-S

(Unit: million yen)



Domestic Business Sites

TACHI-S

As of the end of September 30, 2021

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

TACHI-S Group Companies (Japan)

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

1. Consolidated subsidiary **6 Companies**

2. Consolidated affiliate **1 Company**

3. Unconsolidated subsidiary
TACHI-S Service Co., Ltd.

TACHI-S Group Companies
(North America)

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

1. Consolidated subsidiary **6 Companies** **2. Consolidated affiliate** **1 Company** * (including subsidiaries' equity)

TACHI-S Group Companies
(Latin America / Europe)

TACHI-S

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

1. Consolidated subsidiary **6** Companies

* (including subsidiaries' equity)

TACHI-S Group Companies (China-1)

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

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

* (including subsidiaries' equity)

TACHI-S Group Companies (China-2)

Company	Established	Location	Business Contents	Equity participation	Capital	Major Customers	Scope of consolidation
Lear Dongshi TACHI-S Automotive Seating (Wuhan) Co., Ltd.	November, 2019	Hubei, China	Manufacturing/sales of automotive seats	*(34.0%)	50 million RMB	Dongfeng NISSAN	4
TACHI-S Trim Guangzhou Co., Ltd.	September, 2005	Guangdong, China	Manufacturing/sales of automotive seat trim parts	100.0%	38 million RMB	TACHI-S, TACLE Guangzhou	1
TACHI-S Trim Wuhan Co., Ltd.	October, 2013	Hubei, China	Manufacturing/sales of automotive seat trim parts	*(100.0%)	35 million RMB	Wuhan TACHI-S, Lear DLT TACHI-S (Xiangyang)	1
Zhejiang TACHI-S Automotive Parts Co., Ltd.	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
TF-METAL Guangzhou Co., Ltd.	January, 2005	Guangdong, China	Manufacturing/sales of automotive seat parts	*(85.0%)	40 million RMB	TACLE Guangzhou, TF-METAL	1
TF-METAL Zhejiang Co., Ltd.	December, 2019	Zhejiang, China	Manufacturing/sales of automotive seat parts	*(82.8%)	251 million RMB	Zhejiang Gee Ju Tai, TACHI-S	1
Zhejiang Fu Chong Tai Automotive Parts Co., Ltd.	March, 2011	Zhejiang, China	Manufacturing/sales of automotive seat parts	*(82.8%)	109million RMB	Zhejiang TACHI-S, TSE-E, TAS-Thailand	1

1. Consolidated subsidiary 6 Companies
4. Unconsolidated affiliate 1 Companies

* (including subsidiaries' equity)

TACHI-S Group Companies
(Southeast Asia)

TACHI-S

Company	Established	Location	Business Contents	Equity participation	Capital	Major Customers	Scope of consolidation
TACHI-S (Thailand) Co., Ltd.	September, 2011	Bangkok, Thailand	Business administration in Southeast Asia and India	100.0%	771 million THB		1
TACHI-S Automotive Seating (Thailand) Co., Ltd.	April, 2010	Bangkok, Thailand	Manufacturing/sales of automotive seats and seat parts	100.0%	153 million THB	NISSAN (Thailand) Mitsubishi (Thailand)	1
PT.TACHI-S Indonesia	September, 2011	Jawa Barat, Indonesia	Manufacturing/sales of automotive seats	*(100.0%)	20,647 million IDR		1
TACHI-S Engineering Vietnam Co., Ltd.	January, 2013	Ho Chi Minh, Vietnam	R&D in Vietnam	100.0%	31,026 million VND		2
APM TACHI-S Seating Systems Vietnam Co., Ltd.	November, 2016	Da Nang, Vietnam	Manufacturing/sales of automotive seats	*(51.0%)	56,567 million VND	Tan Chong Industrial Equipment Vietnam	2
APM TACHI-S Seating Systems Sdn. Bhd.	February, 2013	Selangor, Malaysia	Manufacturing/sales of automotive seats	*(49.0%)	10 million MYR	Tan Chong Motor Assemblies, Mitsubishi (Malaysia)	4

1. **Consolidated subsidiary** 3 Companies
2. **Unconsolidated subsidiary** 2 Companies
4. **Unconsolidated affiliate** 1 Company

* (including subsidiaries' equity)

Supporting People and the Earth
through “Seating” Technology

TACHI-S

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.