

To whom it may concern

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Notice of Personnel Changes and Partial Organizational Reforms

We hereby announce the following personnel changes and partial organizational reforms effective April 1, 2026.

Details

1. Personnel Changes

1-1. Changes in Directors Concurrently Serving as an Executive Managing Officers

Changes are indicated in bold

New Position	Former positions	Name
Representative Director and Executive Managing Officer, Chief Financial Officer, Chief Corporate Officer, Information Technology Department, Human Capital Development and Promotion Department, Compliance Officer, Chief Internal Control Officer Administration Department	Representative Director and Executive Managing Officer, Chief Financial Officer, Chief Corporate Officer, Information Technology Department, Human Capital Development and Promotion Department, Compliance Officer, Chief Internal Control Officer	Atsushi Komatsu
Director and Executive Managing Officer, Chief Manufacturing Officer, Digital Transformation Office, Quality Assurance Department, Global Production Support Department	Director and Executive Managing Officer, Chief Manufacturing Officer, Digital Transformation Office, Overseas Business in the Chief Manufacturing Officer domain	Takao Ito
Director and Executive Managing Officer, Representative Director and President, TF-METAL	Director and Executive Managing Officer, Chief Technology Officer, Quality Assurance Department	Akiyoshi Murakami
Director and Executive Managing Officer, Chief Business Officer	Director and Executive Managing Officer, Chief Business Officer, Nissan & Mitsubishi Business and ASEAN Regional Business Management	Masato Hiruma

1-2. Changes in Executive Managing Officers

Changes are indicated in bold

New Position	Former positions	Name
Executive Managing Officer, President, North America Business Headquarters; President, TACHI-S Engineering U.S.A., Inc.	Executive Managing Officer President, North America Business Headquarters; President, TACHI-S Engineering U.S.A., Inc., North America and Latin America business management	Gonzalo Esparza
Executive Managing Officer, Honda, Toyota, Hino Business, Mitsubishi Business, Chief Business Officer for North and Central/South America	Executive Managing Officer Honda, Toyota, Hino Business, Business Strategy Administration Department	Hideaki Igawa
Executive Managing Officer, Production Engineering Administration and Management Department, Seat Assembly Production Engineering Department, Foam & Plastic Parts Production Engineering Department, Frame Production Engineering Department, Chief Manufacturing Officer for North and Central/South America	Executive Managing Officer Production Engineering Administration and Management Department, Seat Assembly Production Engineering Department, Foam & Plastic Parts Production Engineering Department, Frame Production Engineering Department	Naoki Hasegawa
Executive Managing Officer, Chief Technology Officer , Product Technology Development Department, Trim Cover Technology Department, Product Design Department No.2, Chief Technology Officer for North and Central/South America	Executive Managing Officer, Product Technology Development Department, Trim Cover Technology Department, Product Design Department No.2, Product Development Group, Cost Planning Department	Isao Sekita
Executive Managing Officer, Purchasing Management Department, Strategic Purchasing Department, Logistics Department, Chief Executive Officer, Asia Business Unit (China & ASEAN); Chief Technology Officer for North and Central/South America (Purchasing); Cost Planning Department	Executive Managing Officer, Purchasing Management Department, Strategic Purchasing Department, Logistics Department, Head of Purchasing Group	Yohei Ota
Executive Managing Officer, General Accounting Department, Financial Planning & Analysis Department, Legal Department, North America & Central/South America Region Chief Corporate Officer	Executive Managing Officer, General Accounting Department, Financial Planning & Analysis Department, Legal Department, Head of Global Business Management Group	Yuto Yamauchi
Executive Managing Officer, Vice President of the Central and South America Business Headquarters, Vice President (EVP), Industria de Asiento Superior, S.A. de C.V., TACHI-S Engineering Latin America, S.A. de C.V.	General Manager, Corporate Planning Office	Osamu Murakami

New Position	Former positions	Name
Executive Managing Officer, Vice President of the North America Business Headquarters, Vice President (EVP), TACHI-S Engineering U.S.A., Inc.	Managing Director, Japan Region	Kengo Kataoka
Executive Managing Officer, Nissan Business, Head of Business Strategy, Chief Executive Officer for India Business Management, Chief Business Officer for Central and South America	General Manager, TACHI-S Engineering U.S.A., Inc.	Norihiro Wakabayashi
Executive Managing Officer, ESG Promotion Office, Program Management Department, R&D Administration Department, Prototype Department, Testing Department, Global R&D Department, Product Design Department No.1, Product Design Department No.3	Director, Product Design Department No.1	Hiroshi Arima
Advisor	Executive Managing Officer, Product Development Group, ESG Promotion Office, Program Management Department, R&D Administration Department, Prototype and Testing Department, Global R&D Department, Product Design Department No.1, Product Design Department No.3, TTC-A, Head of ESG Promotion Office	Yoshiaki Kubo

2. Organizational Reforms

To achieve the target sales of JPY 400 billion under the medium-term management plan Transformative Value Evolution (TVE) Wave 2, we will establish an agile organizational structure and implement personnel assignments that place the right people in the right roles. Specifically, the Global Headquarters (GHQ) will maintain firm control over group-wide strategy, policies, and governance, while each region and operating company will be empowered to make autonomous decisions and proactively submit proposals to headquarters. This structure will enable swift and rational decision-making.

Through this framework, we aim to realize our growth strategy based on the three pillars of Shinka-Deepening, Evolution, and Renewal-while strengthening the foundation that supports sustainable growth by improving profitability and capital efficiency.

Accordingly, we will implement the following organizational changes and personnel transfers effective in fiscal year 2026.

1) Executive Managing Officer System

The Company will continue the flattening of executive positions under the Executive Managing Officer (EMO) system in order to promote swift management decision-making and execution, and to further enhance the speed and effectiveness of communication and management.

2) CxO System

To continue the CxO system and further enhance its effectiveness, the Company will maintain the five CxO domains:

Strategy, Business, Technology, Manufacturing, and Corporate.

In addition, to promote cross-functional collaboration and to ensure that the strategies of these five domains are effectively communicated and executed on a global basis, the Company will continue to establish CxO Offices under each CxO as well as Co-CxOs at the regional level.

3) Regional Business Headquarters System

To clarify roles and authorities and to promote a faster and more efficient operating structure, the Company will partially maintain the regional business headquarters structure and dispatch head office executives to these regions, specifically North America and Latin America.

China/Thailand and India will not be positioned as regional business headquarters; instead, these regions will be overseen directly by the head office, and head office executives will be appointed as Regional CEOs for each region.

Japan will continue to operate under the divisional president structure based on customer segments, under which overall management will be exercised to achieve target operating profit and to strengthen customer-specific business continuity structures, including both business models and organizational frameworks.

4) Establishment and Transfer of Departments

<Technology domain>

①The functions of the Prototype and Testing Department will be transferred to the Prototype Department and the Testing Department, respectively.

<Manufacturing domain>

①A Global Production Support Department will be newly established.

<Corporate domain>

①An Administration Department will be newly established.