



February 27, 2025

Company name	TACHI-S Co., Ltd.
Representative	Yuichiro Yamamoto, Representative Director & President, CEO & COO Stock listing Tokyo Stock Exchange - Prime Market Code number 7239
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## Notice Concerning Conclusion of Business Alliance Agreement Between TACHI-S Co., Ltd. and Advantage Advisors Co., Ltd.

TACHI-S Co., Ltd. ("the "Company" or "we") at a meeting of its Board of Directors held on February 27, 2025, resolved to conclude a business alliance agreement with Advantage Advisors Co., Ltd. ("Advantage Advisors").

### 1. Purpose of business alliance

At a time when the automotive industry to which the Company belongs is undergoing a once-in-a-century transformation, we are working to transform our business portfolio under the Medium-Term Management Plan running until 2030 that is subtitled "Transformative Value Evolution (TVE)."

In transforming our business portfolio, by FY2030 we aim to: i) become an interior space producer focused on seats and expand our business beyond seat parts; and ii) turn these two endeavors into the two wheels of our business. In order to realize it, we continue to transform our business portfolio through three "shinka" initiatives. Through the process of "Deepening," we will improve the efficiency and competitiveness of our existing seat business, and use the profits generated to expand our business domain by investing in "Innovating," the growth area in the field of interior space producer, and "Renewing," new business domains that bring new value through innovation. Moreover, we aim to deliver increased corporate value by returning the results of each of these efforts to each of our stakeholders and by investing for growth.

While considering various steps, including tapping into external resources, toward realizing "Renewing," our Group, through a partner bank, received information and a proposal on a business alliance and financing, as well as on growth support, in March 2024 from Advantage Advisors (headquartered in Toranomon Towers Office, 4-1-28 Toranomon, Minato-ku, Tokyo, Japan; Representative Director: Taisuke Sasanuma, Kenji Mitsui). As a result of carefully considering some specific business alliances and financing methods through continued discussions with Advantage Advisors, we have decided to enter into the business alliance agreement in the belief that we would achieve "Renewing" speedily and efficiently if collaborating with the firm, which has good track record of increasing corporate value by assisting many listed companies in Japan and possesses advanced knowhow in M&A activities, marketing enhancement, productivity improvement, and human capital development.

At the board of directors meeting held today, we resolved to obtain financing through a third party allotment in the belief that it would be the most appropriate way in achieving increased corporate value if issuing, through third-party allotment, the First Series of Share Subscription Rights (the "Share Subscription Rights") and the Second Series of Unsecured Convertible Bonds with Share Subscription Rights (the "Bonds with Share Subscription Rights").

## Details of the business alliance

We will receive the following areas of assistance from Advantage Advisors.

- (1) Create new business line  
\* Assistance with M&A strategy planning, providing information and supporting due diligence (DD) and PMI (\*1)
- (2) Pursue measures with partner companies to expand new business
- (3) Pursue DX strategy and its specific measures
- (4) Duties agreed on separately by and between TACHI-S Co., Ltd. and Advantage Advisors

\* 1. An abbreviation for post-merger integration, it refers to the integration process after the M&A deal is completed.

In our view, we will grow our business and corporate value beyond merely an extension of what we have done thus far if we: i) receive diverse assistance tapping into advanced management knowhow and networks of the Advantage Partners Group; ii) continue the initiative with the company in a same-boat manner to sophisticate our management strategies and attain it early; and iii) effectively use the funds to be procured.

We will allot the Share Subscription Rights and the Bonds with Share Subscription Rights to a fund for which Advantage Advisors will provide services, as shown in “Notice on Issuance of First Series of Share Subscription Rights through Third Party Allotment and Solicitation for Second Series of Unsecured Convertible Bonds with Share Subscription Rights through Third Party Allotment” that was released today.

## 2. Outline of the business alliance partner

(1)	Corporate name	Advantage Advisors Co., Ltd.	
(2)	Headquartered	Toranomom Towers Office 4-1-28 Toranomom, Minato-ku, Tokyo, Japan	
(3)	Representatives	Taisuke Sasanuma, Representative Director and Kenji Mitsui, Representative Director	
(4)	Principal business activities	Management consulting services	
(5)	Share capital	500,000 yen	
(6)	Founded	January 5, 2018	
(7)	Major shareholders and their shareholding ratios	Advantage Partners Pte. Ltd. 100%	
(8)	Interest in TACHI-S Co., Ltd.	Capital interest	Not applicable
		Transaction interest	Not applicable
		Human interest	Not applicable
		Interested party	Not applicable
(9)	Consolidated operating results and consolidated financial position of the company for the past three years	We refrain from presenting them at the request of the business alliance partner.	

### 3. Schedule

(1)	The resolution of the Board of Directors to conclude the business alliance agreement	February 27, 2025
(2)	The date of concluding the business alliance agreement	February 27, 2025
(3)	The starting date for the business alliance	February 27, 2025

### 4. Future outlook

Although we think that any potential impact of the business alliance on our business performance for the fiscal year ending March 31, 2025, will be negligible, we will promptly announce any matter required to be disclosed.