Innovative quality company —Continued creation of new value—

Figures are all for fiscal 2023 **BUSINESS** MODEL

INPUT

Intellectual capital

- development expenses: 14.3 billion yen
- Number of patents held in Japan: 1,565
- Number of patents held outside Japan: 864

Manufactured capital

- Capital expenditures: 14.6 billion ven
- Production sites: Operations
- in 12 countries, 48 sites

Human capital

- Number of employees (Consolidated):
 - 15.172
- Training expenditures per employee (Non-consolidated): 20,060 yen

Financial capital

- Consolidated total assets:
 - 416.2 billion ven

1,514_{TJ}

· Cash flows from 30.4 billion yen operating activities:

Natural capital

- Energy input:
- Material input
- 17,616 t (Non-consolidated):

Social and relationship capital

• Stakeholder engagement

BUSINESS ACTIVITIES

Value chain











Quality

Materiality

Providing attractive, innovative new products and technologies that exceed society's expectations

Reducing impact by practicing environmentally friendly manufacturing to build a sustainable world

Respecting diversity and developing structures to maximize individual abilities

OUTPUT

Products for automobiles

Seats

Door trims Resin-based products



Products for motorcycles

Seats

Resin-based products



Other products

Seats for multipurpose off-road vehicles

Seats for personal watercraft

Chairs for medical use



OUTCOME

Value created through manufacturing

Delivering reliable safety to protect lives

We were the first in Japan to introduce a dynamic sled testing facility, which faithfully recreates the impact of a collision. We carry out tests anticipating all possible scenarios, and vehicle safety assessment organizations in various countries confirm that the completed seats meet the highest level of safety.





Providing more comfortable automobile interiors

We are working hard to bring even more comfortable seats to market by conducting ongoing ergonomic research and working to design seats that feel comfortable the instant the person sits down while also preventing fatigue when driving for a long time.



Products that reduce environmental impact

We are helping to reduce environmental impact by supporting improving fuel efficiency and power consumption, exhaustively examining materials and processing technologies from the design stage, and pursuing improvements so that we can keep reducing weight and energy consumption of our products.







About 35% lighter in 10 years

Improving convenience with a variety of functions

A diverse range of seat arrangements to match different applications is essential in maximizing the use of the limited space in vehicles. We sensitively identify the needs of users, which can change every day, and deliver on our unique ideas with advanced technical skills.





Value created by business activities

- Total dividend payout: **8.1** billion yen Number of social contribution activities conducted: **213** (Eligible shareholders: 18,376)
 - Social contribution activity
- CO₂ emissions*1: -16%*2 • Waste output: -16%*2
- 43.44 million ven expenditures (Non-consolidated): *1 Scope 1+2 emissions volume *2 Both a e in comparison with fiscal 2020