

# The History of TS TECH

TS TECH has been developing and producing automotive interior components for over 60 years since the company was established in 1960.

We have continued to grow by leveraging the strength of our technologies and know-how cultivated over many years and our global network spanning 13 countries, supplying a variety of products, mainly automobile seats and door trims.

## Major product lines



1960 Established Tokyo Seat Co., Ltd. Took over the motorcycle seat business from predecessor Teito Fuhaku Kogyo Corporation

1963 Began producing automobile seats

1977 Expanded operations to North America

1994 Expanded operations to Asia

1994 Expanded operations to China

1996 Expanded operations to South America

1997 Changed company name to TS TECH Co., Ltd.

1999 Expanded operations to Europe



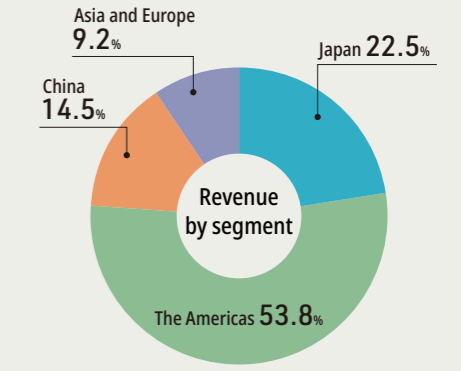
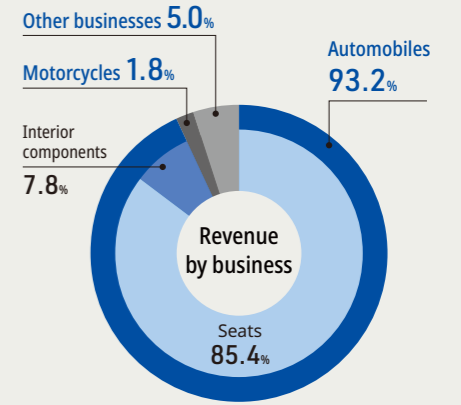
## Revenue trends

Revenue (Consolidated)

**460.5** billion yen

Operating income (Consolidated)

**16.4** billion yen



Year ended March, 31 2025

\* Shifted to the Prime Market in April 2022

### Assuring Quality

The seats for the original Honda Civic could be considered the starting point for TS TECH's manufacture of automobile seats. There were frequent issues such as tearing of seams in the outer upholstery and deformation of seat frames when sat on by people with very large physiques, as they were designed with Japanese people only in mind at the time. The system we established at that time to facilitate the immediate sharing of quality issues among departments and quick improvements is still in place today. We have turned this rough start into a legacy of a strong commitment to the perfection of quality.



Seat for the original Honda Civic Launched 1972

### Pursuing Comfort

TS TECH continues to pursue comfortable seats that prevent fatigue by translating subjective judgments of comfort and fatigue, which vary by person, into quantifiable figures and conducting repeated research based on ergonomics. This approach is reflected in our unique theory of a comfortable posture.



Honda Civic Seat Launched 1995  
The first use of a mechanism seat made it possible for smaller drivers to adjust to a more comfortable driving position.



Honda Odyssey Seat Launched 2013  
The seat bottom tilts upward as the backrest is lowered to close in on the perfect posture for maximum comfort.

### Establishing a Strong Profit Structure

As business has expanded, we have been severely impacted by changes in the external environment, including a global financial crisis and natural disasters in different countries.

TS TECH has streamlined development and manufacturing through production line automation and other technologies. This has enabled our company to withstand external changes, laying the foundation for the current highly profitable structure of the TS TECH Group.



Automated welding equipment

### Creating New Value

The automotive industry is undergoing a major transformation, and the value expected of automobiles continues to evolve. In response, the TS TECH Group is striving to create new value by positioning itself as an interior system supplier capable of coordinating not only seats and doors, but the entire cabin space. We regularly showcase the results of these efforts at our Next-Generation Automotive Cabin Exhibition. This report features highlights from the 2024 event. ▶ pp. 26-29



Family Comfort Cabin  
Flexible seat arrangements are enabled through coordinated control between seats, allowing adaptation to various usage scenarios. This concept features a wide range of functions and leverages the spaciousness unique to minivans.