

TACHI-S Co.,Ltd.
Q&A Summary of Financial Results Briefing
for the Fiscal Year Ended March 2026

Date and time: May 26, 2026, 17:00-18:00

Respondents:

Yuichiro Yamamoto, Representative Director, President and CEO

Atsushi Komatsu, Representative Director, Executive Managing Officer, CFO

Questions and Answers

[Impact of tensions in the Middle East]

Q1. (Financial Results presentation, p.15) What is the Company's current assessment of the impact of the situation in the Middle East on its business, and the status of production adjustments by OEMs?

A1.

Yamamoto

- As for the current production models, we do not have so much production destined for the Middle Eastern market. In addition, we have been informed by certain OEMs that any production adjustments are expected to be recovered within the end of the fiscal year. Under such situation, we assume that there is no significant impact on our business performance at this stage, and such impact has not been incorporated into the forecast for the fiscal year ending March 2027.
- Regarding the supply chain, no disruptions that would lead to production stoppages have occurred at this point. Meanwhile, procurement of naphtha-derived materials (such as plastics, coatings, and urethane) is not necessarily guaranteed to remain stable throughout the fiscal year, as is the case across the industry. We continue to closely monitor the situation through ongoing communication with suppliers.

[Impact of changes in OEM vehicle strategies]

Q2. (Financial Results presentation, p.15) What is the impact on the Company's business of OEMs' revisions to vehicle strategies, including Honda's revisions to its BEV development and the shift toward hybrid vehicles, and how does the Company plan to respond?

A2.

Yamamoto

- Regarding Honda-related business, although certain EV program previously awarded to us was cancelled as part of Honda's review of the future models. On the other hand, we have secured orders for alternative models as a result of our intense marketing activities. For the reason, we recognize that the impact on our business performance is limited at this stage.
- Looking ahead, further revisions to OEM vehicle strategies may create additional business

opportunities, particularly in North America. We will continue to step up our marketing activities to ensure that we capture such opportunities.

[Impact of integration with TOYO H&I]

Q3. (Financial Results presentation, p.32) How should we view the impact of the integration with TOYO H&I on profitability and on the financial targets of the Medium-term Management Plan (TVE Wave2 2027)?

A3.

Yamamoto

The integration is scheduled for August 3, 2026, and we are not in a position to disclose specific post-integration figures currently. As a reference for scale, consolidated revenue based on FY2025 is expected to be approximately JPY 360 billion. Regarding profitability, we expect further improvement through synergies between the two companies.

Komatsu

We do not expect the integration to have a negative impact on the financial targets (ROE and ROIC) set forth in our Medium-term Management Plan “TVE (Transformative Value Evolution) Wave2 2027.” Furthermore, we believe that the realization of synergies will contribute positively to achieving these targets.

End