Consolidated Financial Highlights for the Second Quarter (Interim Period) of FY2025 [Japanese GAAP]

November 14, 2025

Company name: TACHI-S CO., LTD.
Stock exchange listings: Tokyo Stock Exchange
Code number: 7239
URL https://www.tachi-s.co.jp/
Representative: (Title) Representative Director, President, CEO & COO (Name) Yuichiro Yamamoto
Contact person: (Title) Representative Director, Executive Managing Officer (Name) Atsushi Komatsu (TEL) 0428-33-1917

Scheduled date of submission of semiannual securities report : November 14, 2025
Scheduled date of start of dividend payment : December 2, 2025
Additional materials to financial results : Yes
Holding of the financial results briefing session : Yes (for security analysts and institutional investors)

(Amounts less than one million yen are rounded down)

1. Consolidated Financial Results for the Second Quarter (Interim Period) of FY2025 (April 1, 2025 through September 30, 2025)

(1) Consolidated Operating Results (Cumulative)

(% indicates the changes from the same period in the previous year)

	Net sales		Operating income		Ordinary income		Net income attributable to owners of parent	
	Million yen	%	Million yen	%	Million yen	%	Million yen	%
Interim period of FY2025	127,551	(12.1)	2,819	7.2	3,265	83.6	2,550	164.6
Interim period of FY2024	145,184	5.4	2,631	46.8	1,778	(5.1)	963	(25.4)

(Notes) Comprehensive income Interim period of FY2025 733 million yen [(75.4%)]
Interim period of FY2024 2,986 million yen [(64.0%)]

	Net income per share	Diluted net income per share
	yen	yen
Interim period of FY2025	74.37	69.88
Interim period of FY2024	28.11	-

(2) Consolidated Financial Positions

	Total assets	Shareholder’s equity	Shareholder’s equity ratio
	Million yen	Million yen	%
Interim period of FY2025	164,752	95,856	57.6
FY2024	171,957	98,185	56.0

(Reference) Equity capital Interim period of FY2025 94,879 million yen
FY2024 96,273 million yen

2. Dividends

	Annual cash dividends per share				
	End of 1st quarter	End of 2nd quarter	End of 3rd quarter	End of fiscal year	Total
	yen	yen	yen	yen	yen
FY2024	-	51.90	―	51.90	103.80
FY2025	-	51.90			
FY2025 (Forecast)			-	51.90	103.80

(Note) Changes in forecast of dividend from the latest announcement : No

3. Consolidated Forecast for FY2025 (April 1, 2025 through March 31, 2026)

(% indicates the changes from the previous year)

	Net sales		Operating income		Ordinary income		Net income attributable to owners of parent		Net income per share
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	yen
Full year	264,000	(7.5)	9,000	(6.5)	11,000	2.1	8,000	(29.3)	233.21

(Note) Changes in forecast of consolidated results from the latest announcement : Yes

* Notes

(1) Significant changes in the scope of consolidation during the period : Yes

Exclusion: 2 companies (company name) TACLE Guangzhou Automotive Seat Co., Ltd. and TACHI-S Lear DFM Automotive Seating (Xiangyang) Co., Ltd.

(Note) The Company changed TACLE Guangzhou Automotive Seat Co., Ltd. and TACHI-S Lear DFM Automotive Seating (Xiangyang) Co., Ltd. from consolidated subsidiaries to entities accounted for using the equity method since part of the Company's equity interest in them was transferred during the interim period of the fiscal year under review.

(2) Adoption of special accounting treatment pertaining to the preparation of interim consolidated financial statements : No

(3) Changes in accounting policies, changes in accounting estimates, and restatement.

(i) Changes in accounting policies due to revisions to accounting standards and other regulations : No

(ii) Changes in accounting policies except (i) : No

(iii) Changes in accounting estimates : No

(iv) Restatement : No

(4) Number of outstanding shares (common stock)

(i) Number of shares at the end of the period (including treasury shares)	Interim period of FY2025	35,242,846 shares	FY2024	35,242,846 shares
(ii) Number of treasury shares at the end of the period	Interim period of FY2025	925,517 shares	FY2024	960,417 shares
(iii) Average number of shares during the period (interim period)	Interim period of FY2025	34,292,400 shares	Interim period of FY2024	34,281,200 shares

* These financial highlights (interim period) are not subject to review by a certified public accountant or auditing firm.

* Note for appropriate use of this business forecast and other notices

The above business forecast was based on the information that the Company obtained at this time and certain premises that the Company judged appropriate. Actual results may differ from this forecast as the result of a variety of factors.

For cautionary notes regarding the assumptions that form the basis of the business forecast and the use of the business forecast, please refer to page 3 of the attachment "1. Qualitative Information for Interim Financial Results for the Period under Review (3) Explanation on consolidated financial results forecast and other forward-looking information."

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1. Qualitative Information for Interim Financial Results for the Period under Review

(1) Explanation on operating results

During the interim period of the fiscal year under review, the Japanese economy maintained a moderate recovery trend on the back of improvements in corporate earnings and an increase in capital expenditure although consumer spending lacked vigor in the face of high prices. In the global economy, corporate earnings and the consumption trend remained firm in the U.S. China saw its economy grow moderately as a whole as consumer spending stayed strong mainly thanks to the governmental supportive policy for the renewal of consumer durables whereas investments in non-current assets showed signs of slowdown against the background of growing uncertainty over the U.S. tariff policies.

In the auto industry, in which the Group operates, although uncertainty was receding as the visibility of the impact of tariff policies pursued by the Trump Administration of the U.S. became clear to a certain degree, there remained concerns over the effect on sales in the case that a cost increase was passed on to selling prices. Additionally, automotive manufacturers are scrambling to review their model strategies in the wake of a delay in the shift to electric vehicles (EV) in the global market other than China, which necessitates a swifter response to change to the business environment.

In this operating environment, the performance during the interim period of the fiscal year under review was as follows: Net sales decreased 12.1% year on year to 127,551 million yen, operating income was 2,819 million yen (up 7.2% year on year), ordinary income was 3,265 million yen (up 83.6% year on year), and net income attributable to owners of parent was 2,550 million yen (up 164.6% year on year).

Earnings in the business segments are as follows.

(i) Japan

Net sales totaled 49,624 million yen (down 10.1% from the same period of the previous fiscal year), and operating income was 1,580 million yen (down 11.6% from the same period of the previous fiscal year).

(ii) North America

Net sales totaled 18,268 million yen (down 25.0% from the same period of the previous fiscal year), and operating loss was 169 million yen (compared with an operating income of 55 million yen in the same period of the previous fiscal year).

(iii) Latin America

Net sales totaled 52,037 million yen (down 1.7% from the same period of the previous fiscal year), and operating loss was 417 million yen (compared with an operating income of 759 million yen in the same period of the previous fiscal year).

(iv) China

Net sales totaled 4,513 million yen (down 57.5% from the same period of the previous fiscal year), but operating income was 1,184 million yen (compared with an operating loss of 252 million yen in the same period of the previous fiscal year).

(v) Southeast Asia

Net sales totaled 3,107 million yen (up 48.2% from the same period of the previous fiscal year), and operating income was 581 million yen (up 130.8% from the same period of the previous fiscal year).

(2) Explanation on financial position

Total assets at the end of the interim period of the fiscal year under review decreased by 7,205 million yen from the end of the previous fiscal year to 164,752 million yen. This was mainly due to a decrease of 2,987 million yen in property, plant and equipment in addition to decreases of 2,056 million yen in notes and accounts receivable - trade and 2,511 million yen in raw materials and supplies.

Total liabilities decreased by 4,876 million yen from the end of the previous fiscal year to 68,895 million yen. This was mainly due to a decrease of 1,978 million yen in “other” under current liabilities mainly resulting from a decrease in accounts payable-other, etc., in addition to decreases of 1,916 million yen in notes and accounts payable - trade and 1,028 million yen in income taxes payable.

Total net assets decreased by 2,329 million yen from the end of the previous fiscal year to 95,856 million yen. This was mainly caused by a decrease of 2,869 million yen in foreign currency translation adjustment in contrast to an increase of 753 million yen in retained earnings.

(3) Explanation on consolidated financial results forecast and other forward-looking information

The full-year consolidated financial results forecast for the fiscal year ending March 2026 is that net sales are expected to increase due to an increase in the number of units produced by our main customers in Latin America. As for ordinary profit, it is expected to exceed the previous forecast due to improved performance of equity-method affiliates and exchange rate fluctuations.

Full-Year Consolidated Forecast for FY2025 (April 1, 2025, through March 31, 2026)

	Net sales	Operating income	Ordinary income	Net income attributable to owners of parent	Net income per share
	Million yen	Million yen	Million yen	Million yen	yen
Previous forecast (A)	257,000	9,000	10,000	8,000	233.36
Current forecast (A)	264,000	9,000	11,000	8,000	233.21
Change (B−A)	7,000	0	1,000	0	
Change (%)	2.7%	0.0	10.0%	0.0	
(Reference) Results for the previous fiscal year (FY2024)	285,394	9,625	10,768	11,310	329.93

(Note 1) Major foreign exchange rates assumed in the forecasts shown above are 1 U.S. dollar = 145.0 yen, 1 Mexican peso = 7.5 yen, and 1 Chinese yuan = 20.0 yen.

(Note 2) The forecasts shown above are based on information available at this time. Actual results may differ from these forecasts as a result of a variety of factors.

2. Interim Consolidated Financial Statements and Primary Notes

(1) Interim consolidated balance sheet

(Unit: Millions of yen)

	Previous consolidated fiscal year (March 31, 2025)	Interim period of the fiscal year under review (September 30, 2025)
Assets		
Current assets		
Cash and deposits	43,680	42,449
Notes and accounts receivable - trade	44,366	42,309
Merchandise and finished goods	1,981	1,894
Work in process	1,505	1,718
Raw materials and supplies	15,394	12,882
Other	7,149	6,824
Allowance for doubtful accounts	(1,291)	(1,154)
Total current assets	112,786	106,924
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	9,702	9,160
Machinery, equipment and vehicles, net	11,560	10,140
Other, net	14,318	13,293
Total property, plant and equipment	35,581	32,593
Intangible assets	1,374	991
Investments and other assets		
Investment securities	6,459	7,305
Other	16,173	17,355
Allowance for doubtful accounts	(417)	(419)
Total investments and other assets	22,215	24,241
Total non-current assets	59,171	57,827
Total assets	171,957	164,752

(Unit: Millions of yen)

	Previous consolidated fiscal year (March 31, 2025)	Interim period of the fiscal year under review (September 30, 2025)
Liabilities		
Current liabilities		
Notes and accounts payable - trade	34,789	32,872
Short-term borrowings	7,102	7,083
Income taxes payable	1,555	527
Provision for bonuses for directors (and other officers)	60	-
Provision for loss on litigation	381	364
Other	18,163	16,185
Total current liabilities	62,052	57,033
Non-current liabilities		
Bonds payable	4,011	4,010
Provision for share-based remuneration	440	378
Retirement benefit liability	2,887	3,160
Asset retirement obligations	14	14
Other	4,365	4,298
Total non-current liabilities	11,720	11,862
Total liabilities	73,772	68,895
Net assets		
Shareholders' equity		
Share capital	9,040	9,040
Capital surplus	7,907	7,907
Retained earnings	61,185	61,939
Treasury shares	(1,366)	(1,310)
Total shareholders' equity	76,767	77,577
Other comprehensive income		
Valuation difference on available-for-sale securities	592	1,263
Foreign currency translation adjustment	18,763	15,894
Remeasurements of defined benefit plans	150	144
Total other comprehensive income	19,506	17,301
Share acquisition rights	6	6
Non-controlling interests	1,905	970
Total net assets	98,185	95,856
Total liabilities and net assets	171,957	164,752

(2) Interim consolidated statements of income and interim consolidated statements of comprehensive income

Interim consolidated statement of income

(Unit: Millions of yen)

	Interim period of the previous fiscal year (April 1, 2024 through September 30, 2024)	Interim period of the fiscal year under review (April 1, 2025 through September 30, 2025)
Net sales	145,184	127,551
Cost of sales	131,912	116,132
Gross profit	13,272	11,419
Selling, general and administrative expenses		
Employees' salaries and benefits	3,426	3,109
Shipping expenses	1,522	1,380
Other	5,692	4,109
Total selling, general and administrative expenses	10,640	8,599
Operating income	2,631	2,819
Non-operating income		
Interest income	463	294
Dividend income	401	118
Share of profit of entities accounted for using equity method	-	266
Miscellaneous income	155	248
Total non-operating income	1,020	928
Non-operating expenses		
Interest expenses	268	212
Share of loss of entities accounted for using equity method	594	-
Foreign exchange losses	977	195
Miscellaneous expenditures	33	75
Total non-operating expenses	1,874	482
Ordinary income	1,778	3,265
Extraordinary income		
Gain on sale of non-current assets	1,561	13
Gain on sales of investments in capital of subsidiaries and associates	-	21
Total extraordinary income	1,561	34
Extraordinary losses		
Loss on disposal of non-current assets	49	15
Business restructuring and improvement expenses	268	296
Total extraordinary losses	317	311
Net income before income taxes	3,022	2,988
Income taxes - current	1,411	885
Income taxes - deferred	572	(909)
Total income taxes	1,984	(23)
Net income	1,037	3,012
Net income attributable to non-controlling interests	73	461
Net income attributable to owners of parent	963	2,550

Interim consolidated statement of comprehensive income

(Unit: Millions of yen)

	Interim period of the previous fiscal year (April 1, 2024 through September 30, 2024)	Interim period of the fiscal year under review (April 1, 2025 through September 30, 2025)
Net income	1,037	3,012
Other comprehensive income		
Valuation difference on available-for-sale securities	(1,181)	671
Foreign currency translation adjustment	2,719	(2,394)
Remeasurements of defined benefit plans	(14)	(5)
Share of other comprehensive income of entities accounted for using equity method	425	(549)
Total other comprehensive income	1,948	(2,278)
Comprehensive income	2,986	733
(Breakdown)		
Comprehensive income attributable to owners of parent	2,847	345
Comprehensive income attributable to non-controlling interests	138	388

(3) Interim consolidated statements of cash flows

(Unit: Millions of yen)

	Interim period of the previous fiscal year (April 1, 2024 through September 30, 2024)	Interim period of the fiscal year under review (April 1, 2025 through September 30, 2025)
Cash flows from operating activities		
Net income before income taxes	3,022	2,988
Depreciation	2,903	2,358
Increase (decrease) in allowance for doubtful accounts	310	(119)
Interest and dividend income	(865)	(413)
Interest expenses	268	212
Share of loss (profit) of entities accounted for using equity method	594	(266)
Loss (gain) on disposal of non-current assets	(1,512)	2
Decrease (increase) in trade receivables	1,579	(847)
Decrease (increase) in inventories	99	1,357
Increase (decrease) in trade payables	(2,835)	601
Other	1,331	(459)
Subtotal	4,895	5,415
Interest and dividends received	1,288	774
Interest paid	(290)	(159)
Income taxes paid	(2,313)	(1,740)
Net cash provided by (used in) operating activities	3,580	4,289
Cash flows from investing activities		
Payments into time deposits	-	(1)
Acquisition of property, plant and equipment	(2,112)	(2,484)
Proceeds from sales of property, plant and equipment	1,929	34
Acquisition of investment securities	(0)	(0)
Proceeds from sale of investment securities	-	0
Payments for sales of investments in capital of subsidiaries resulting in change in scope of consolidation	-	(889)
Other	324	(75)
Net cash provided by (used in) investing activities	142	(3,415)
Cash flows from financing activities		
Repayments of long-term borrowings	(500)	-
Decrease (increase) in treasury shares	0	56
Dividends paid to non-controlling interests	(153)	(274)
Dividend paid	(1,603)	(1,785)
Other	(419)	(279)
Net cash provided by (used in) financing activities	(2,676)	(2,282)
Effect of exchange rate change on cash and cash equivalents	954	162
Net increase (decrease) in cash and cash equivalents	2,000	(1,246)
Cash and cash equivalents at beginning of period	39,127	43,593
Cash and cash equivalents at end of period	41,128	42,346

(4) Notes to interim consolidated financial statements

(Notes regarding going concern assumptions)

Not applicable.

(Notes when there was a substantial change in the amount of shareholders' equity)

Not applicable.

(Segment information, etc.)

1. Information related to net sales and profit/loss for each reportable segment and information on disaggregation of revenue

Interim period of the previous fiscal year (April 1, 2024 through September 30, 2024)

(Unit: Millions of yen)

	Reportable Segment							Adjustments (Note) 1	Amount reported on interim statement of income (Note) 2
	Japan	North America	Latin America	Europe	China	Southeast Asia	Total		
Net sales									
Revenue from contracts with customers	55,190	24,359	52,926	-	10,612	2,096	145,184	-	145,184
Sales to outside customers	55,190	24,359	52,926	-	10,612	2,096	145,184	-	145,184
Intersegment sales or transfers	2,245	183	1,141	14	5,761	791	10,139	(10,139)	-
Total	57,436	24,542	54,067	14	16,374	2,888	155,324	(10,139)	145,184
Segment profit (loss)	1,787	55	759	(43)	(252)	252	2,558	73	2,631

(Notes) 1. Adjustments of segment profit (loss) are after elimination of inter-segment transactions.

2. Segment profit (loss) is adjusted with operating income under the interim consolidated statements of income.

Interim period of the fiscal year under review (April 1, 2025 through September 30, 2025)

(Unit: Millions of yen)

	Reportable Segment						Adjustments (Note) 1	Amount reported on interim statement of income (Note) 2
	Japan	North America	Latin America	China	Southeast Asia	Total		
Net sales								
Revenue from contracts with customers	49,624	18,268	52,037	4,513	3,107	127,551	-	127,551
Sales to outside customers	49,624	18,268	52,037	4,513	3,107	127,551	-	127,551
Intersegment sales or transfers	2,073	64	217	4,418	759	7,533	(7,533)	-
Total	51,698	18,332	52,254	8,932	3,867	135,085	(7,533)	127,551
Segment profit (loss)	1,580	(169)	(417)	1,184	581	2,758	60	2,819

(Notes) 1. Adjustments of segment profit (loss) are after elimination of inter-segment transactions.

2. Segment profit (loss) is adjusted with operating income under the interim consolidated statements of income.

2. Matters concerning changes in reportable segments, etc.

The Company liquidated Tachi-S Engineering Europe S.A.R.L., which had been described in "Europe" and removed the company from the scope of consolidation in the previous consolidated fiscal year. Accordingly, "Europe" has been excluded from reportable segments from the interim period of the fiscal year under review.