Consolidated Financial Highlights for the Second Quarter (Interim Period) of FY2026 [Japanese GAAP]

November 13, 2026

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
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Scheduled date of submission of semiannual securities report : November 13, 2026
Scheduled date of start of dividend payment : December 2, 2026
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 FY2026 (April 1, 2026 through September 30, 2026)

(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 FY2026	137,370	7.7	7,143	153.3	7,789	138.5	27,909	994.3
Interim period of FY2025	127,551	(12.1)	2,819	7.2	3,265	83.6	2,550	164.6

(Notes) Comprehensive income Interim period of FY2026 29,843 million yen [–%]
Interim period of FY2025 733 million yen [(75.4%)]

	Net income per share	Diluted net income per share
	yen	yen
Interim period of FY2026	812.97	700.44
Interim period of FY2025	74.37	69.88

(2) Consolidated Financial Positions

	Total assets	Net assets	Shareholder's equity ratio
	Million yen	Million yen	%
As of September 30, 2026	257,000	145,538	51.7
As of March 31, 2026	170,372	105,904	61.6

(Reference) Equity capital As of September 30, 2026 132,850 million yen
As of March 31, 2026 104,880 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
FY2025	-	51.90	-	53.10	105.00
FY2026	-	57.50			
FY2026 (Forecast)			-	57.50	115.00

(Note) Changes in forecast of dividend from the latest announcement : None

3. Consolidated Forecast for FY2026 (April 1, 2026 through March 31, 2027)

(% 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	307,000	14.1	14,100	21.5	14,200	2.8	30,900	232.3	900.09

(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

Newly included: 12 companies (Company name) TACHI-S TOYO Group Holdings Co., Ltd. and others

(2) Adoption of special accounting treatment pertaining to the preparation of interim consolidated financial statements : None

(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 : None

(ii) Changes in accounting policies except (i) : None

(iii) Changes in accounting estimates : None

(iv) Restatement : None

(4) Number of outstanding shares (common stock)

(i) Number of shares at the end of the period (including treasury shares)	As of September 30, 2026	35,242,846 shares	As of March 31, 2026	35,242,846 shares
(ii) Number of treasury shares at the end of the period	As of September 30, 2026	889,517 shares	As of March 31, 2026	922,317 shares
(iii) Average number of shares during the period (interim period)	Interim period of FY2026	34,329,900 shares	Interim period of FY2025	34,292,400 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 2 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 gradual recovery driven by improvement in the employment and income environments and AI and semiconductor-related businesses even as the prolonged tensions in the Middle East led to surging energy and raw material prices as well as overall inflation. Overseas, while the U.S. economy remained firm, the Chinese economy continued to experience sluggish domestic demand even though exports were strong. In addition, geopolitical risks and changes in the trade policies of various countries continued to be sources of uncertainty for the global economy.

In the auto industry, in which the Group operates, there was a shift in demand to affordable vehicles and electric vehicles driven by rising global energy prices. In this market environment, Chinese automotive manufacturers have been leveraging their cost competitiveness to accelerate their expansion of exports and entry into overseas markets, making the competitive landscape increasingly challenging. The Group is striving to enhance its global competitiveness by responding swiftly to changes in market and customer needs.

In this operating environment, the performance during the interim period of the fiscal year under review was as follows: Net sales increased 7.7% year on year to 137,370 million yen, operating income was 7,143 million yen (up 153.3% year on year), ordinary income was 7,789 million yen (up 138.5% year on year), and net income attributable to owners of parent was 27,909 million yen (up 994.3% year on year).

Earnings in the business segments are as follows.

(i) Japan

Net sales totaled 50,586 million yen (up 1.9% from the same period of the previous fiscal year), and operating income was 2,537 million yen (up 60.6% from the same period of the previous fiscal year).

(ii) North America

Net sales totaled 25,494 million yen (up 39.6% from the same period of the previous fiscal year), but operating loss was 239 million yen (compared with an operating loss of 169 million yen in the same period of the previous fiscal year).

(iii) Latin America

Net sales totaled 51,103 million yen (down 1.8% from the same period of the previous fiscal year), but operating income was 2,885 million yen (compared with an operating loss of 417 million yen in the same period of the previous fiscal year).

(iv) Asia

Net sales totaled 10,185 million yen (up 33.6% from the same period of the previous fiscal year), and operating income was 2,213 million yen (up 25.4% 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 increased by 86,627 million yen from the end of the previous fiscal year to 257,000 million yen. This was mainly due to the inclusion of TACHI-S TOYO Group Holdings Co., Ltd. and 11 of its subsidiaries in the scope of consolidation from the interim period, resulting in increases of 13,848 million yen in cash and deposits, 12,082 million yen in investment securities, and 27,015 million yen in property, plant and equipment.

Total liabilities increased by 46,992 million yen from the end of the previous fiscal year to 111,461 million yen. This was mainly attributable to an increase of 15,883 million yen in short-term borrowings, as well as increases of 11,554 million yen in notes and accounts payable - trade and 10,670 million yen in “other” under current liabilities, primarily due to the inclusion of TACHI-S TOYO Group Holdings Co., Ltd. and its 11 subsidiaries in the scope of consolidation from the current interim consolidated accounting period.

Net assets increased by 39,634 million yen from the end of the previous fiscal year to 145,538 million yen. This was mainly caused by increases of 26,071 million yen in retained earnings and 11,664 million yen in non-controlling interests.

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

The financial results forecast for the fiscal year ending March 31, 2027 has been revised. Please refer to “(Update on Previously Disclosed Matters) Notice Concerning Revision of Full-Year Consolidated Financial Results Forecast” published today (November 13, 2026) for further details.

2. Interim Consolidated Financial Statements and Primary Notes

(1) Interim consolidated balance sheet

(Unit: Millions of yen)

	Previous consolidated fiscal year (As of March 31, 2026)	Interim period of the fiscal year under review (As of September 30, 2026)
Assets		
Current assets		
Cash and deposits	45,684	59,532
Notes and accounts receivable - trade	46,331	57,398
Securities	8	239
Merchandise and finished goods	1,822	4,178
Work in process	1,230	2,407
Raw materials and supplies	13,038	17,923
Other	7,340	15,100
Allowance for doubtful accounts	(1,220)	(1,551)
Total current assets	114,236	155,228
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	9,398	18,913
Machinery, equipment and vehicles, net	11,316	17,767
Other, net	12,312	23,361
Total property, plant and equipment	33,026	60,042
Intangible assets	1,094	1,456
Investments and other assets		
Investment securities	3,958	16,040
Other	18,336	24,490
Allowance for doubtful accounts	(280)	(257)
Total investments and other assets	22,015	40,273
Total non-current assets	56,136	101,772
Total assets	170,372	257,000

(Unit: Millions of yen)

	Previous consolidated fiscal year (As of March 31, 2026)	Interim period of the fiscal year under review (As of September 30, 2026)
Liabilities		
Current liabilities		
Notes and accounts payable - trade	33,162	44,717
Short-term borrowings	46	15,929
Income taxes payable	1,880	2,409
Provision for bonuses for directors (and other officers)	63	-
Provision for loss on litigation	408	947
Asset retirement obligations	-	9
Other	17,203	27,873
Total current liabilities	52,764	91,887
Non-current liabilities		
Bonds payable	4,009	4,009
Long-term borrowings	-	315
Provision for retirement benefits for directors (and other officers)	-	129
Provision for share-based remuneration	412	359
Retirement benefit liability	3,542	5,635
Asset retirement obligations	14	83
Other	3,725	9,039
Total non-current liabilities	11,704	19,573
Total liabilities	64,468	111,461
Net assets		
Shareholders' equity		
Share capital	9,040	9,040
Capital surplus	7,907	7,907
Retained earnings	66,890	92,961
Treasury shares	(1,305)	(1,252)
Total shareholders' equity	82,533	108,657
Other comprehensive income		
Valuation difference on available-for-sale securities	884	1,258
Foreign currency translation adjustment	21,068	22,569
Remeasurements of defined benefit plans	394	365
Total other comprehensive income	22,347	24,193
Share acquisition rights	6	6
Non-controlling interests	1,017	12,682
Total net assets	105,904	145,538
Total liabilities and net assets	170,372	257,000

(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, 2025 through September 30, 2025)	Interim period of the fiscal year under review (April 1, 2026 through September 30, 2026)
Net sales	127,551	137,370
Cost of sales	116,132	121,084
Gross profit	11,419	16,285
Selling, general and administrative expenses		
Employees' salaries and benefits	3,109	3,172
Shipping expenses	1,380	1,526
Other	4,109	4,443
Total selling, general and administrative expenses	8,599	9,142
Operating income	2,819	7,143
Non-operating income		
Interest income	294	344
Dividend income	118	72
Share of profit of entities accounted for using equity method	266	224
Foreign exchange gains	-	126
Miscellaneous income	248	114
Total non-operating income	928	882
Non-operating expenses		
Interest expenses	212	117
Foreign exchange losses	195	-
Miscellaneous expenditures	75	119
Total non-operating expenses	482	237
Ordinary income	3,265	7,789
Extraordinary income		
Gain on sale of non-current assets	13	36
Gain on bargain purchase	-	22,937
Gain on sales of investments in capital of subsidiaries and associates	21	-
Total extraordinary income	34	22,974
Extraordinary losses		
Loss on disposal of non-current assets	15	12
Business restructuring and improvement expenses	296	478
Total extraordinary losses	311	490
Net income before income taxes	2,988	30,273
Income taxes - current	885	1,709
Income taxes - deferred	(909)	598
Total income taxes	(23)	2,308
Net income	3,012	27,964
Net income attributable to non-controlling interests	461	55
Net income attributable to owners of parent	2,550	27,909

Interim consolidated statement of comprehensive income

(Unit: Millions of yen)

	Interim period of the previous fiscal year (April 1, 2025 through September 30, 2025)	Interim period of the fiscal year under review (April 1, 2026 through September 30, 2026)
Net income	3,012	27,964
Other comprehensive income		
Valuation difference on available-for-sale securities	671	373
Foreign currency translation adjustment	(2,394)	999
Remeasurements of defined benefit plans	(5)	(28)
Share of other comprehensive income of entities accounted for under the equity method	(549)	534
Total other comprehensive income	(2,278)	1,879
Comprehensive income	733	29,843
(Breakdown)		
Comprehensive income attributable to owners of parent	345	29,755
Comprehensive income attributable to non-controlling interests	388	88

(3) Interim consolidated statements of cash flows

(Unit: Millions of yen)

	Interim period of the previous fiscal year (April 1, 2025 through September 30, 2025)	Interim period of the fiscal year under review (April 1, 2026 through September 30, 2026)
Cash flows from operating activities		
Net income before income taxes	2,988	30,273
Depreciation	2,358	2,628
Increase (decrease) in allowance for doubtful accounts	(119)	(70)
Interest and dividend income	(413)	(417)
Interest expenses	212	117
Share of loss (profit) of entities accounted for using equity method	(266)	(224)
Loss (gain) on disposal of non-current assets	2	(24)
Gain on bargain purchase	-	(22,937)
Decrease (increase) in trade receivables	(847)	6,662
Decrease (increase) in inventories	1,357	62
Increase (decrease) in trade payables	601	(4,854)
Other	(459)	(1,117)
Subtotal	5,415	10,099
Interest and dividends received	774	688
Interest paid	(159)	(72)
Income taxes paid	(1,740)	(1,986)
Net cash provided by (used in) operating activities	4,289	8,727
Cash flows from investing activities		
Payments into time deposits	(1)	(13)
Proceeds from maturity of time deposits	-	1,000
Net decrease (increase) in short-term investment securities	-	(228)
Acquisition of property, plant and equipment	(2,484)	(2,487)
Proceeds from sales of property, plant and equipment	34	1,148
Acquisition of investment securities	(0)	-
Proceeds from sale of investment securities	0	-
Purchase of shares of subsidiaries and associates	-	(404)
Purchase of shares of subsidiaries resulting in change in scope of consolidation	-	(4,411)
Payments for sale of investments in capital of subsidiaries resulting in change in scope of consolidation	(889)	-
Other	(75)	(54)
Net cash provided by (used in) investing activities	(3,415)	(5,450)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	-	14,980
Decrease (increase) in treasury shares	56	-
Dividends paid to non-controlling interests	(274)	-
Dividend paid	(1,785)	(1,836)
Other	(279)	(267)
Net cash provided by (used in) financing activities	(2,282)	12,875
Effect of exchange rate change on cash and cash equivalents	162	(1,316)
Net increase (decrease) in cash and cash equivalents	(1,246)	14,836
Cash and cash equivalents at beginning of period	43,593	44,577
Cash and cash equivalents at end of period	42,346	59,413

(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)

On August 28, 2026, the Company acquired all shares of TACHI-S TOYO Group Holdings Co., Ltd. and made the company a consolidated subsidiary. As a result, retained earnings increased by 26,071 yen million during the current interim consolidated accounting period and amounted to 92,961 yen million as of the end of the current interim consolidated accounting period.

(Segment information, etc.)

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, 2025 through September 30, 2025)

(Unit: Millions of yen)

	Reportable Segment					Adjustments (Note) 1	Amount reported on interim consolidated statement of income (Note) 2
	Japan	North America	Latin America	Asia	Total		
Net sales							
Revenue from contracts with customers	49,624	18,268	52,037	7,621	127,551	-	127,551
Sales to outside customers	49,624	18,268	52,037	7,621	127,551	-	127,551
Intersegment sales or transfers	2,073	64	217	5,178	7,533	(7,533)	-
Total	51,698	18,332	52,254	12,799	135,085	(7,533)	127,551
Segment profit (loss)	1,580	(169)	(417)	1,765	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.

Interim period of the fiscal year under review (April 1, 2026 through September 30, 2026)

(Unit: Millions of yen)

	Reportable Segment					Adjustments (Note) 1	Amount reported on interim consolidated statement of income (Note) 2
	Japan	North America	Latin America	Asia	Total		
Net sales							
Revenue from contracts with customers	50,586	25,494	51,103	10,185	137,370	-	137,370
Sales to outside customers	50,586	25,494	51,103	10,185	137,370	-	137,370
Intersegment sales or transfers	2,276	67	715	6,035	9,094	(9,094)	-
Total	52,862	25,562	51,819	16,220	146,464	(9,094)	137,370
Segment profit (loss)	2,537	(239)	2,885	2,213	7,397	(253)	7,143

(Notes) 1. Adjustments of segment profit (loss) represent eliminations for intersegment 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.

"China" and "Southeast Asia," which were reported separately as reportable segments in the previous consolidated fiscal year, have been integrated into "Asia" effective from the interim period of the fiscal year under review, following a change in the business management structure associated with the reorganization of operations in China.

Segment information for the interim period of the previous consolidated fiscal year has also been prepared based on the revised segment classification.

(Business combination, etc.)

(Business combination through acquisition)

Pursuant to a resolution passed at a meeting of its Board of Directors held on April 10, 2026, the Company entered into a share transfer agreement on the same date and acquired the shares of TACHI-S TOYO Group Holdings Co., Ltd., a company newly established by TOYO H&I Co., Ltd., on August 28, thereby making it a subsidiary.

(1) Overview of the business combination

i. Name and business description of the acquired company

Name of the acquired company: TACHI-S TOYO Group Holdings Co., Ltd.

Business description: Automotive seats and interiors

ii. Main reasons for the business combination

Under the medium-term management plan “Transformative Value Evolution” (TVE), which the Company has been working on since FY2021, we have established three “Shinkhas” for the transformation of our business portfolio. The aim is to improve profitability by “Deepening” the automotive seats and seat components businesses, and invest revenue thus generated in “Innovating” and “Renewing” strategies so as to transform and expand the business portfolio and accelerate growth.

The share acquisition contributes to the “Deepening” strategy for business domain expansion, included in the TVE Wave2 2027 announced in May 2025, with synergies expected in four areas—enhancing the customer portfolio, promoting mutual utilization of products and maximum asset utilization, optimizing development resources and creating technological innovation, and expanding business domains—and helps the Company achieve the goal of 400 billion yen in net sales in FY2030 under the growth strategy. The Company seeks to constantly enhance corporate value as “a company that continues to be chosen” by offering high-value-added products and services to customers.

iii. Business combination date

August 28, 2026

iv. Legal form of business combination

Acquisition of shares

v. Company name after the combination

No change

vi. Percentage of voting rights acquired

100%

vii. Main grounds on which the acquirer was determined

The Company acquired the shares in exchange for cash consideration.

(2) Period of the acquired company's operating results included in the interim consolidated statement of income

As only the balance sheet was consolidated in the interim period of the fiscal year under review, there is no period of the acquired company's operating results included in the consolidated statement of income.

(3) Acquisition cost of the acquired company and breakdown by type of consideration

Consideration for acquisition (cash)	:	21,142 million yen
Acquisition cost	:	21,142 million yen

The number of shares acquired was 200 shares.

(4) Breakdown and amount of major acquisition-related expenses

Advisory fees, etc. 417 million yen

(5) Amount and cause of gain on bargain purchase

i. Amount of gain on bargain purchase

22,937 million yen

Note that the above amount is a provisional calculation.

ii. Cause

As the fair value of net assets at the time of the business combination exceeded the acquisition cost, the difference has been recorded as a gain on bargain purchase.