

FY2025 Third Quarter Financial Results

From April 1 through December 31, 2025

TACHI-S CO.,LTD.

February 12, 2026



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Financial Results for Q3 FY2025 (Consolidated) –YoY–

100 million yen
(Rounded down to the nearest 100 million yen)

	24/12	25/12	Change	Change (%)
Net Sales	2,181	1,947	-233	-10.7
Operating Income	50	55	+5	+10.9
Ordinary Income	55	71	+15	+28.4
Net Income	51	51	-0	-0.7

* Net income attributable to owners of the parent

<Overview of Q3 FY2025 Results>

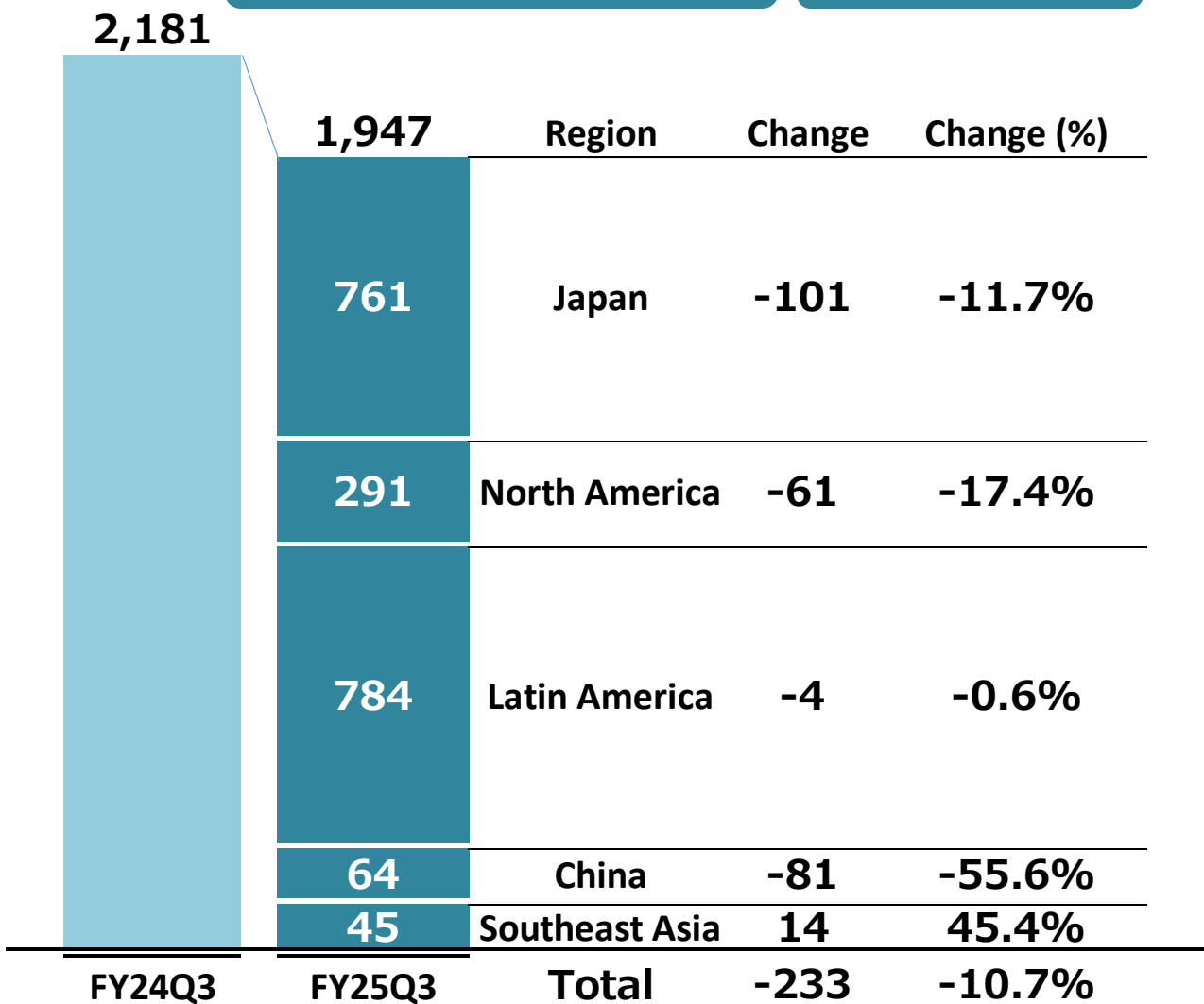
- ◆ Net sales decreased mainly due to the impact of business reform in North America and China related to the previous medium-term management plan, TVE Wave0/1, as well as foreign exchange effects arising from yen conversion. Operating income increased as a result of ongoing profitability improvement initiatives, the effects of business reform in China, and rationalization efforts in North America.
- ◆ Ordinary profit increased mainly due to the solid profit contribution from equity-method affiliates amid business reforms. Despite the absence of gains on the sale of fixed assets recorded in the previous fiscal year, the decline in profit attributable to owners of the parent was limited to a slight decrease, reflecting the positive effects of business reforms.

Factors of Changes in Results (Consolidated) - YoY - 100 million yen
(Rounded down to the nearest 100 million yen)

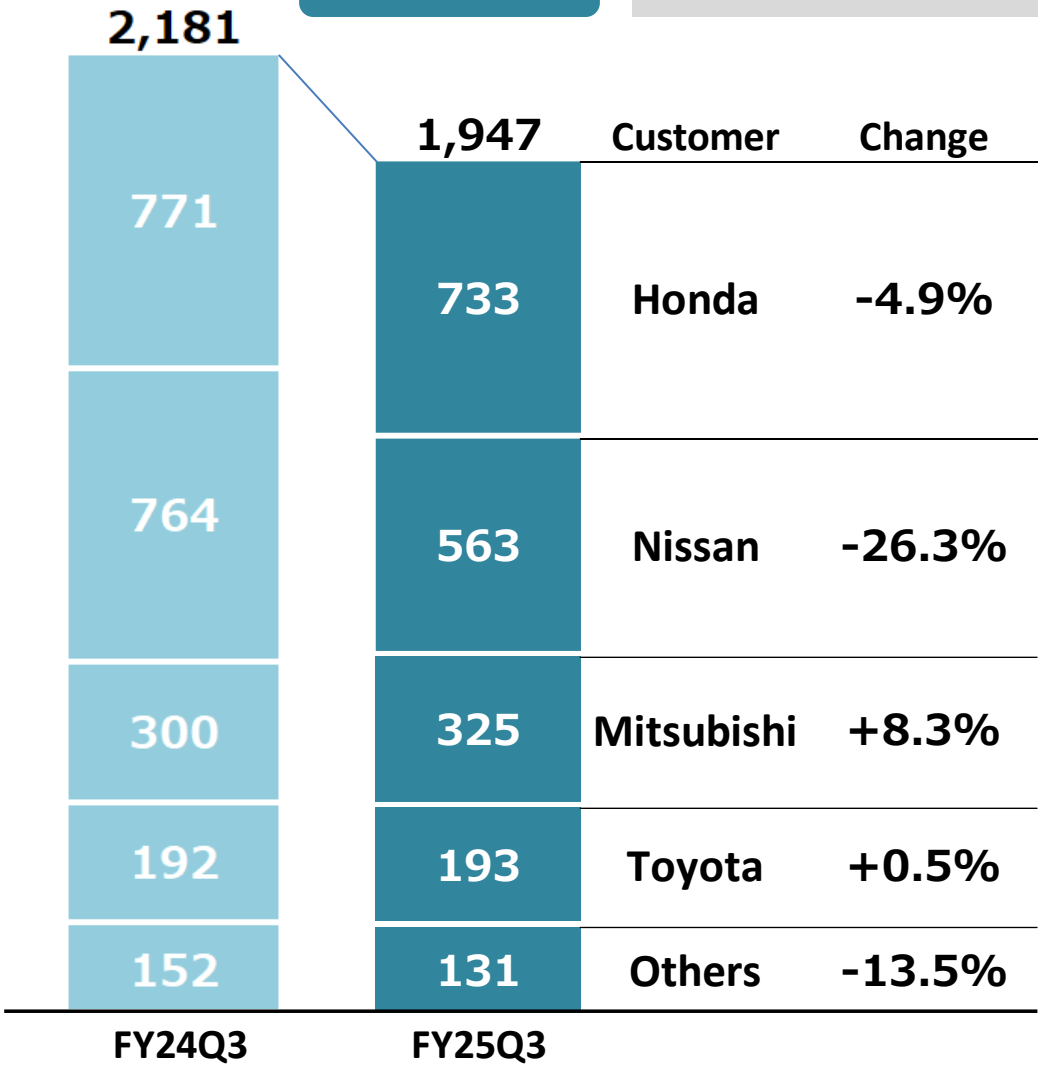
FX Rates	
24/12	25/12
USD=¥152.27	USD=¥148.52
RMB=¥20.99	RMB=¥20.57

Net Sales

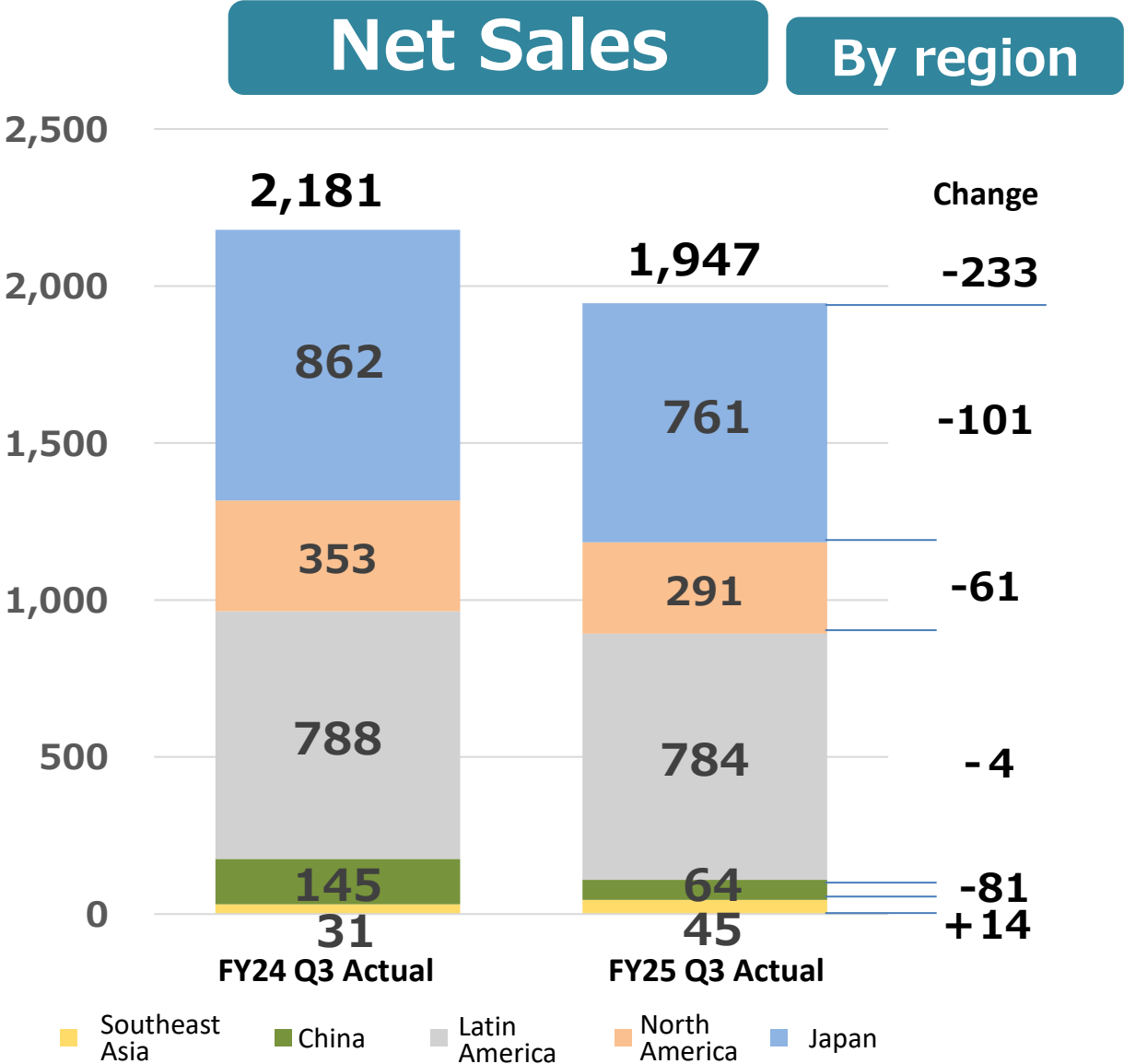
By region



By Customer



Factors of Changes in Results (Consolidated) - YoY - 100 million yen
(Rounded down to the nearest 100 million yen)



Key factors

Japan

- Decrease in sales volumes to Nissan and Honda.

North America

- Reduction in sales volume due to business reform.

Latin America

- Sales to Nissan and Honda remained generally stable, resulting in only a limited variance.

China

- Decrease in consolidated sales volume due to business reform, including the transfer of operations to equity-method affiliates.

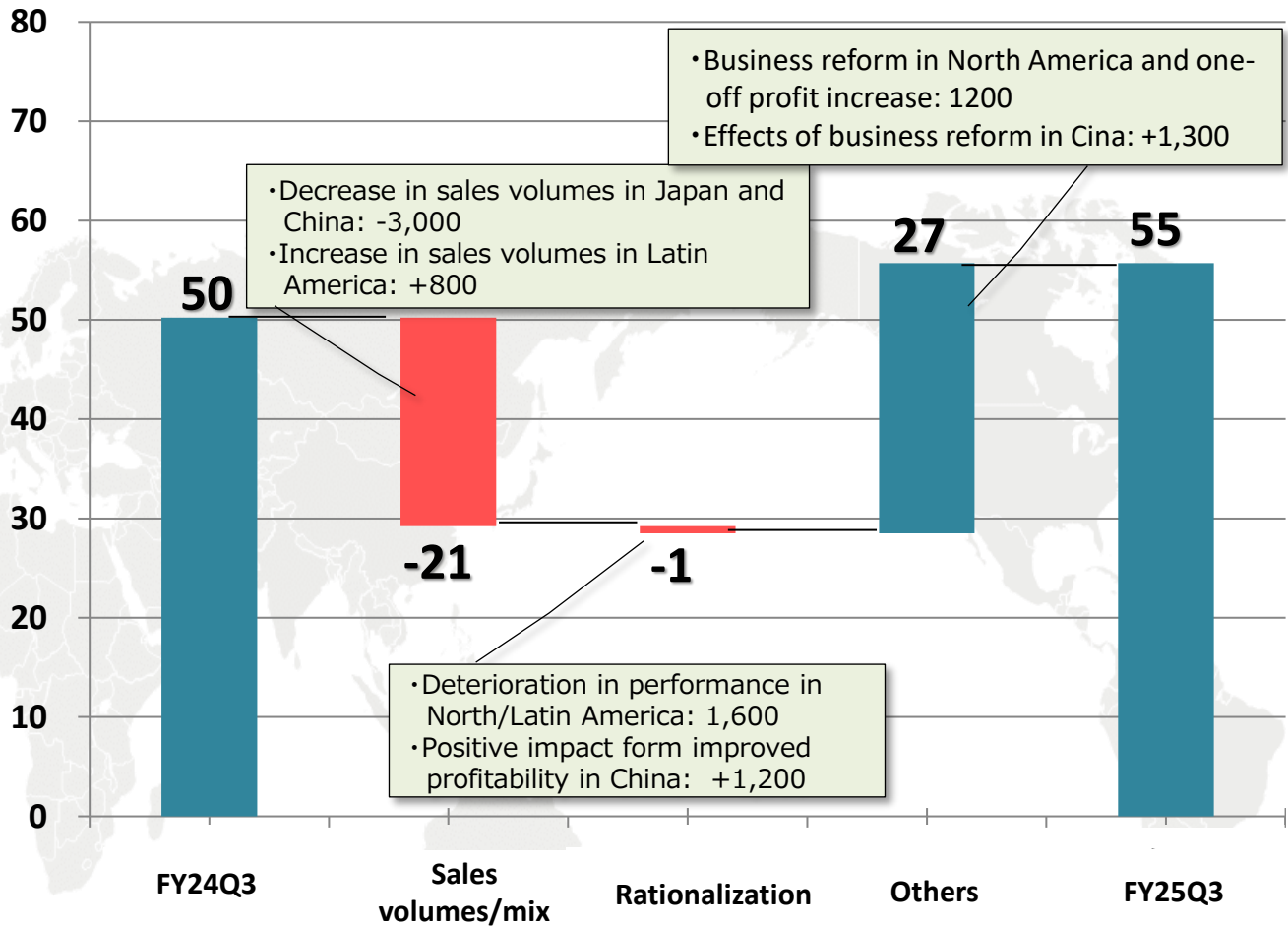
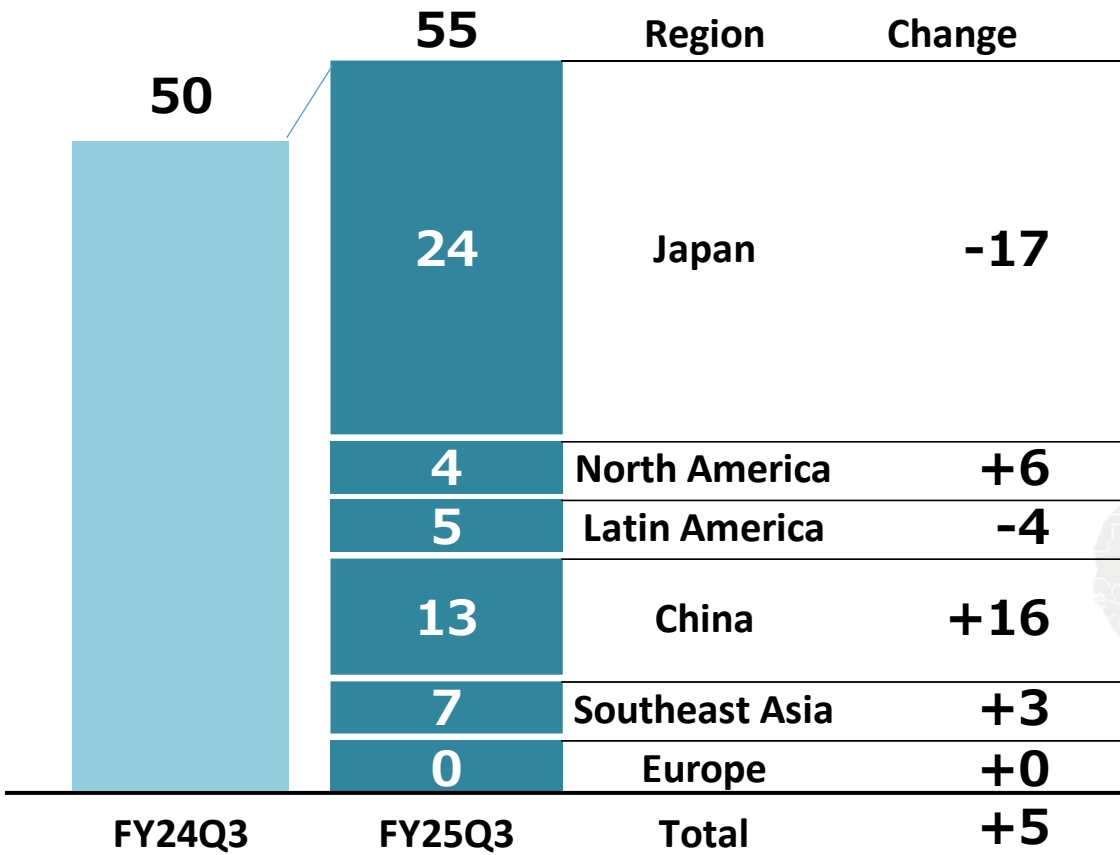
Southeast Asia

- Increase in revenue driven by the start of production for new vehicle models.

Operating Income

Despite a decline in sales volumes, profit increased due to improved profitability and the effects of business restructuring.

100 million yen
(Rounded down to the nearest 100 million yen)

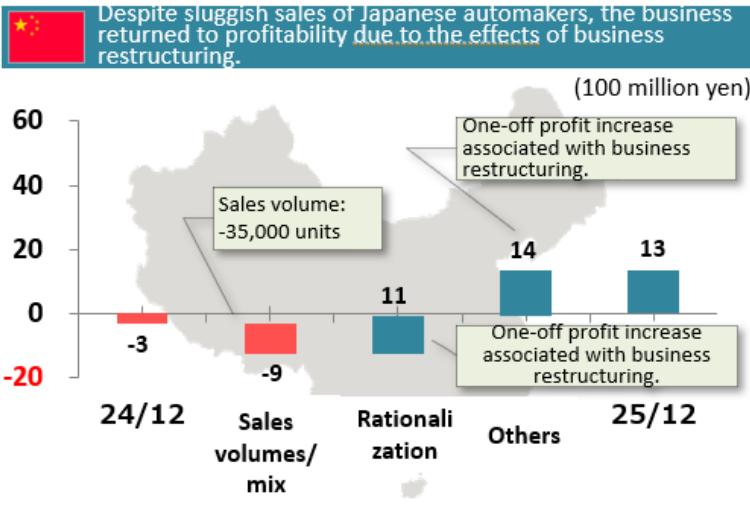
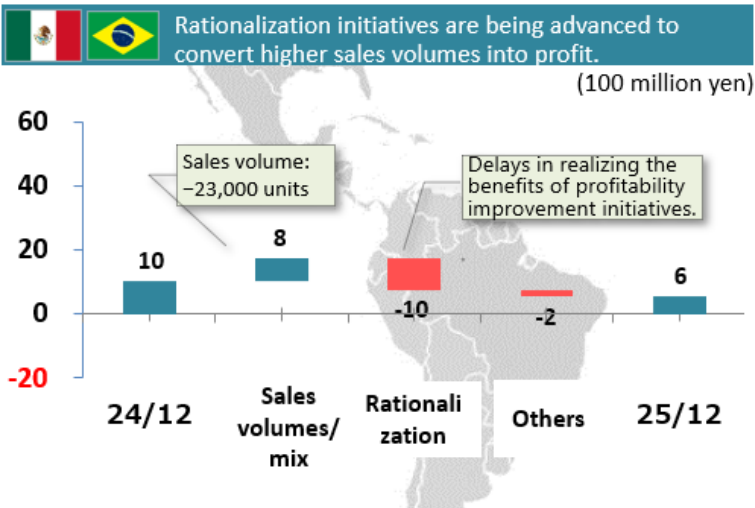
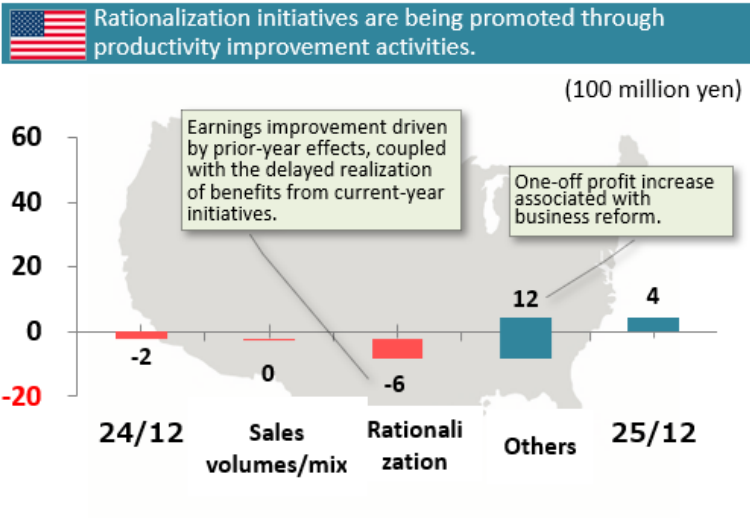
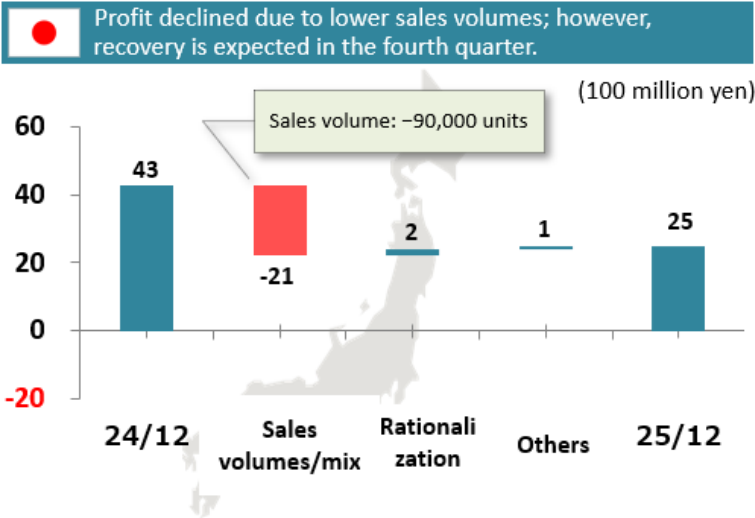


Factors of Changes in Results (Consolidated) - YoY -

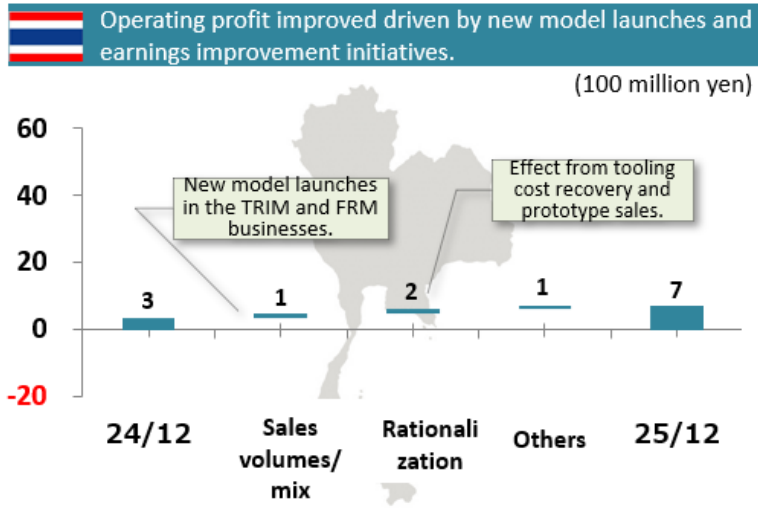
Operating Income

By region

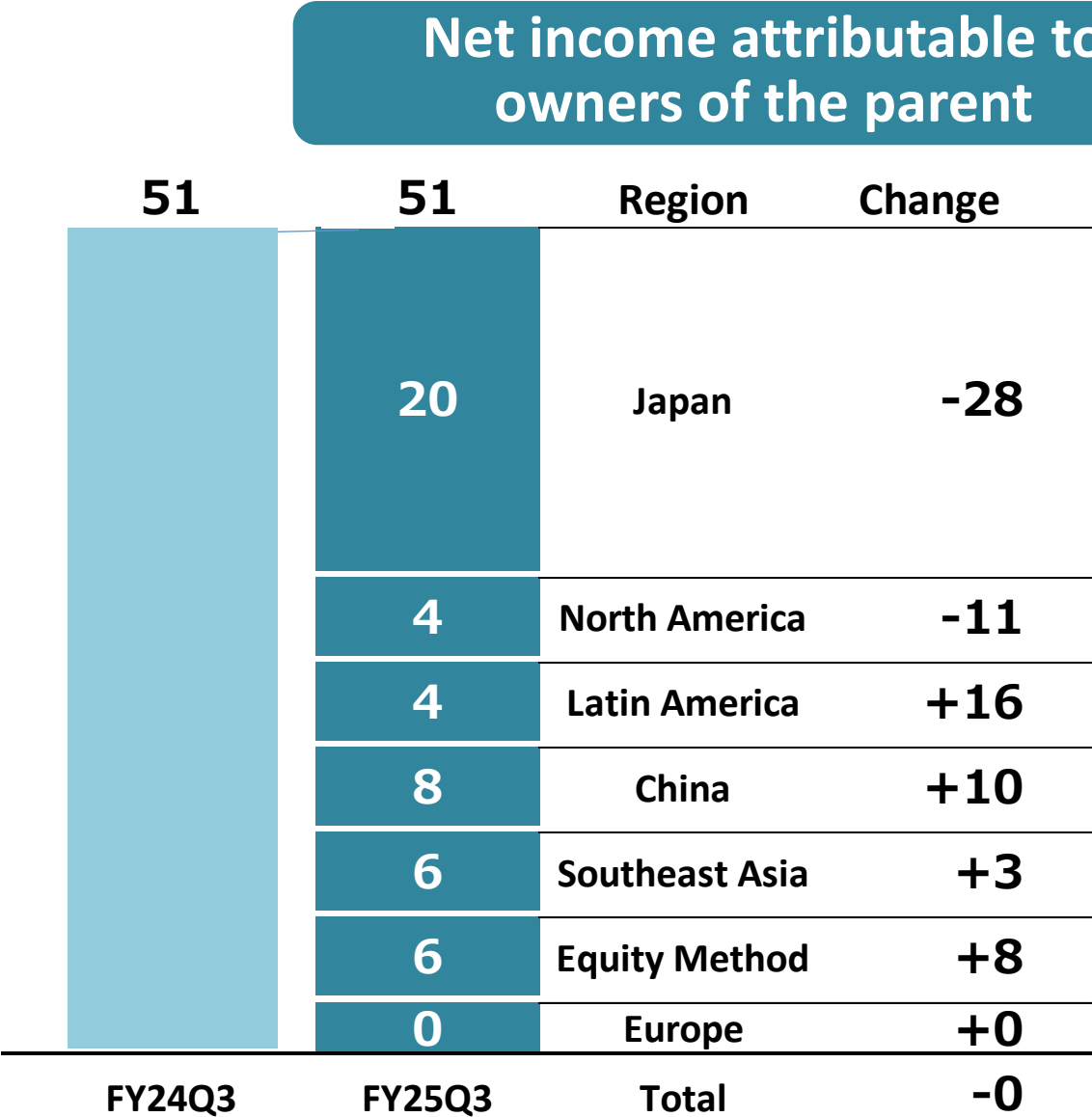
100 million yen
(Rounded down to the nearest 100 million yen)



	Region	Change
50		
55		
24	Japan	-17
4	North America	+6
5	Latin America	-4
13	China	+16
7	Southeast Asia	+3
0	Europe	+0
FY24Q3	FY25Q3	Total
		+5



100 million yen
(Rounded down to the nearest 100 million yen)



Despite the absence of gains on the sale of fixed assets recorded in the previous fiscal year, the decline in profit attributable to owners of the parent was limited to a slight decrease, reflecting the positive effects of business reforms.

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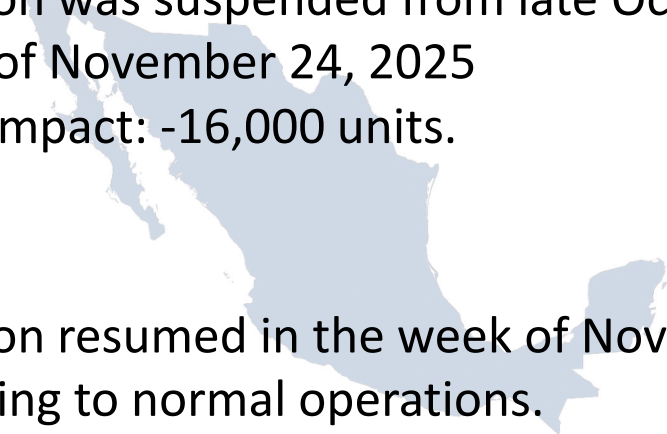
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Additional Explanation 1

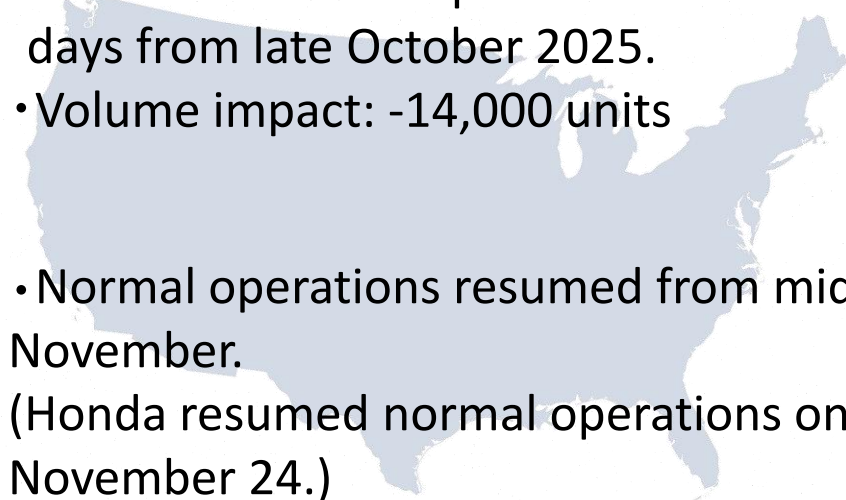
Semiconductor supply shortage

● Impact on TACHI-S

Mexico

- Production was suspended from late October to the week of November 24, 2025
 - Volume impact: -16,000 units.
- 
- Production resumed in the week of November 24, returning to normal operations.
(Honda resumed production on November 19.)

U.S.

- Production was suspended for a total of five days from late October 2025.
 - Volume impact: -14,000 units
- 
- Normal operations resumed from mid-November.
(Honda resumed normal operations on November 24.)

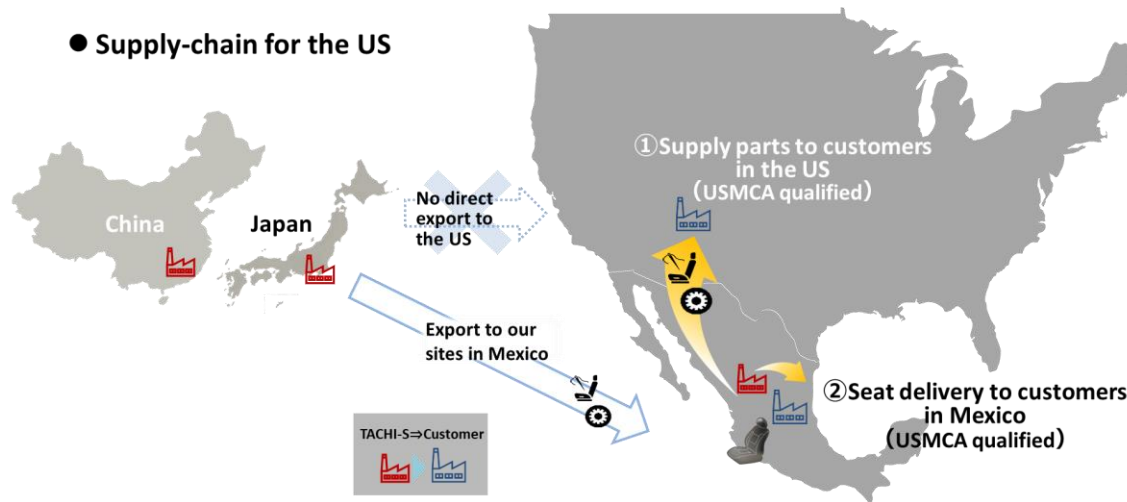
Additional Explanation 2

Trump Tariffs

- **Impact on TACHI-S** : There has been no material change from what was disclosed at the time of the presentation of our FY2025 second-quarter financial results.

Reminder: Q2 FY2025 Financial Results Material

- There are no direct exports to the U.S. from Japan or China, and therefore no impact.
- All parts exported from Mexico to the U.S. are USMCA-compliant, and thus not subject to tariff impacts.



Impact of Tariffs Imposed by Mexico on China

- Tariffs on China have a minimal impact, as they apply only to a limited portion of parts imports and exports.

We will continue to closely monitor the status of intergovernmental discussions toward the USMCA review scheduled for July 2026.

Additional Explanation 3

Re:Nissan

Nissan announced that it will cease production at the Civac Plant in Mexico, the Oppama Plant, and Nissan Shatai Shonan Plant. In addition, production will be terminated at the COMPAS Plant in Mexico, the withdrawal from production at the Santa Isabel Plant in Argentina and the Chennai Plant in India, and the transfer of assets at the Rosslyn Plant in South Africa.

● Impact on TACHI-S

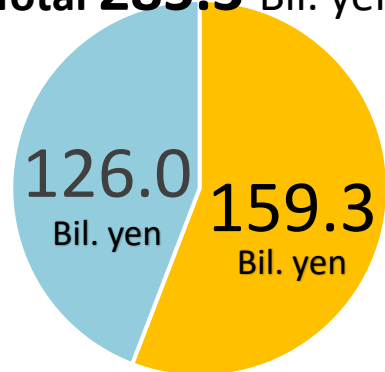
- No impact: none of our sites are included among the three Nissan plants announced for closure.
- No or minimal impact: none of the sites announced for production termination, production withdrawal, or asset transfer involve our sites.

Nissan Motor plants status	TACHI-S sites	Our response
Mexico – CIVAC: Closure	None	The adjacent TACHI-S plant had already been closed under the previous mid-term plan Wave 0/1. (2022)
Japan – Oppama: Closure	None	Production of the current FR/FRM models will continue until the plant closure (March 2028).
Japan – Nissan Shatai Shonan: Closure	None	The Hiratsuka plant had already been closed under the previous mid-term plan Wave 0/1. (2020)
Mexico – COMPAS: End of production	Yes	With the termination of vehicle production, deliveries of our products have also ended. The impact is minimal given the small production volume.
Argentina – Santa Isabel: Withdrawal	None	Following the withdrawal, parts supply from Mexico has ended. The impact is minimal given the small parts volume.
India – Chennai: Withdrawal	None	No business with TACHI-S.
South Africa – Rosslyn: Asset transfer to a third party	None	No business with TACHI-S.

Additional Explanation — Operating Company Information —

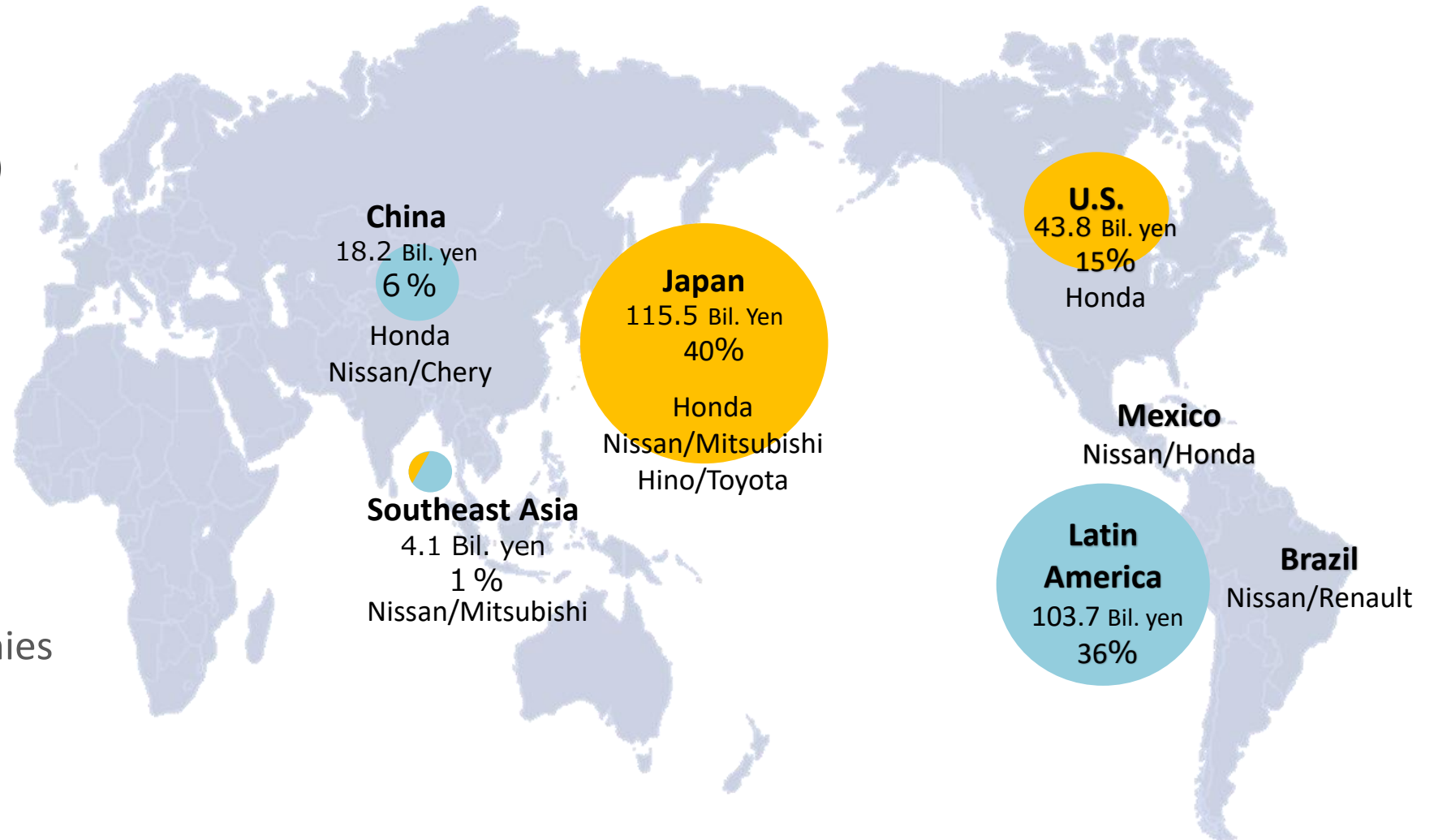
Fiscal Year-End and Net Sales by Region (FY2025)

Net Sales (Consolidated)

Total **285.3** Bil. yen

■ March FYE Companies

■ December FYE Companies



Southeast Asia: only India (March FYE)

Supporting People and the Earth
through “Seating” Technology



Global Seat System Creator

Cautionary Statement

This document contains forward-looking statements that reflect TACHI-S’ judgments and estimates that have been made on the basis of currently available information. Such forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause TACHI-S’ actual results to be materially different from any future results, performance or achievements expressed or implied by those forward-looking statements.