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October 30, 2026

Consolidated Financial Results for the Six Months Ended September 30, 2026 (Under Japanese GAAP)



Company name: TSUBAKIMOTO CHAIN CO.

Listing: Tokyo Stock Exchange

Securities code: 6371

URL: <https://www.tsubakimoto.jp/>

Representative: Takatoshi Kimura

Inquiries: Yukiko Noguchi

Telephone: +81-6-6441-0054

Scheduled date to file semi-annual securities report: November 6, 2026

Scheduled date to commence dividend payments: December 2, 2026

Preparation of supplementary material on financial results: Yes

Holding of financial results briefing: Yes

President and Representative Director
Manager, Sustainability Strategy Department

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the six months ended September 30, 2026 (from April 1, 2026 to September 30, 2026)

(1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Six months ended September 30, 2026	174,131	28.4	12,145	46.3	14,079	39.2	10,215	3.0
September 30, 2025	135,634	(0.5)	8,302	(12.2)	10,116	(9.9)	9,921	(0.9)

Note: Comprehensive income For the six months ended September 30, 2026: ¥ 17,335 million [85.7%]
For the six months ended September 30, 2025: ¥ 9,332 million [105.1%]

	Basic earnings per share	Diluted earnings per share
	Yen	Yen
Six months ended September 30, 2026	100.03	-
September 30, 2025	99.12	-

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio
	Millions of yen	Millions of yen	%
As of September 30, 2026	465,677	308,721	64.5
March 31, 2026	459,784	303,815	64.5

Reference: Equity

As of September 30, 2026: ¥ 300,567 million

As of March 31, 2026: ¥ 296,356 million

2. Cash dividends

	Annual dividends per share				
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended March 31, 2026	-	40.00	-	40.00	80.00
Fiscal year ending March 31, 2027	-	40.00			
Fiscal year ending March 31, 2027 (Forecast)			-	40.00	80.00

Note: Revisions to the forecast of cash dividends most recently announced: None

3. Consolidated financial result forecasts for the fiscal year ending March 31, 2027 (from April 1, 2026 to March 31, 2027)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	355,000	20.0	26,600	23.3	28,000	12.9	22,000	(25.9)	217.39

Note: Revisions to the financial result forecast most recently announced: Yes

* Notes

(1) Significant changes in the scope of consolidation during the period: None

(2) Adoption of accounting treatment specific to the preparation of semi-annual 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 due to other reasons: None
- (iii) Changes in accounting estimates: None
- (iv) Restatement: None

(4) Number of issued shares (common shares)

(i) Total number of issued shares at the end of the period (including treasury shares)

As of September 30, 2026	106,213,279 shares
As of March 31, 2026	106,213,279 shares

(ii) Number of treasury shares at the end of the period

As of September 30, 2026	5,435,397 shares
As of March 31, 2026	2,181,787 shares

(iii) Average number of shares outstanding during the period (cumulative from the beginning of the fiscal year)

Six months ended September 30, 2026	102,122,182 shares
Six months ended September 30, 2025	100,091,356 shares

* Semi-annual financial results reports are exempt from review conducted by certified public accountants or an audit firm.

* Proper use of earnings forecasts, and other special matters

The consolidated financial results forecast is based on currently available information and certain assumptions which the Company believes reasonable and includes risks and uncertainties. Actual business results may differ materially from the forecast figures due to changes in business conditions surrounding the Tsubaki Group, market trends, or fluctuations in currency exchange rates. Furthermore, factors that may affect business results are not limited to these factors.

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1. Summary of Business Results and Other Financial Information

(1) Summary of Business Results for the Six Months under Review

In the six months ended September 30, 2026, the global economy as a whole continued to recover moderately, supported by robust demand for capital investment and resilient personal consumption, despite concerns over the outlook stemming from heightened geopolitical risks, rising resource prices, and monetary policy developments across countries.

The U.S. economy remained solid overall, supported by resilient personal consumption and capital investment. On the other hand, a noticeable degree of caution was evident in some areas, partly reflecting the impact of the continued high-interest-rate environment. Recovery in the European and Chinese economies continued to lack momentum due to weak domestic demand, rising energy prices, and the impact of monetary tightening, despite support from exports and other factors.

In the Japanese economy, capital investment and exports remained resilient, while personal consumption also continued to recover moderately, supported by improvements in employment and income conditions. However, the economic recovery continued to lack momentum, partly reflecting the ongoing impact of rising prices and interest rates.

Looking ahead, we expect the global economy to remain on a recovery trajectory, supported by demand for capital investment and other factors. However, we also anticipate that uncertainty over the economic outlook will persist due to heightened geopolitical risks, fluctuations in resource prices, and the impact of monetary policies in various countries. Our expectation for the Japanese economy is that demand for capital investment and improvements in employment and income conditions will provide support, but the potential impact of rising prices and interest rate movements on corporate activity and personal consumption remains a concern.

Against this backdrop, the Group recorded year-on-year increases of 39.7% in orders received, to ¥204,987 million, and 28.4% in net sales, to ¥174,131 million, in the six-month period ended September 30, 2026.

The Group recorded year-on-year increases of 46.3% in operating profit to ¥12,145 million, 39.2% in ordinary profit, to ¥14,079 million, and 3.0% in profit attributable to owners of parent, to ¥10,215 million.

This fiscal year, building toward “What we want to be in 2030” as set forth in Long-Term Vision 2030, the Group launched Group Mid-Term Management Plan 2030 as its second-phase plan. Under the fundamental policy of achieving both social value and economic value, the Group will aim to achieve sustainable growth by shifting to a business structure with a stronger focus on profitability and strengthening the management foundation of the global group as a whole. We will proactively advance sustainability activities, including the achievement of carbon neutrality, in addition to promoting management with an awareness of capital costs.

Segment results are summarized as follows: We have changed our reporting segment categories starting from this first half of the consolidated accounting period. For details, please refer to “2. Semi-annual Consolidated Financial Statements and Primary Notes, (4) Notes to the Semi-annual Consolidated Financial Statements, (Notes on Segment Information, Etc.).” Year-on-year comparisons are based on figures for the previous year reclassified into the changed segment categories.

[Power Transmission]

In the Power Transmission segment, net sales were up year on year due to various factors including increased sales in Japan, the Americas, Europe, South Korea, and Taiwan.

The segment recorded year-on-year increases of 21.0% in orders received, to ¥73,479 million; 16.3% in net sales, to ¥69,369 million; and 8.7% in operating profit, to ¥7,984 million.

[Mobility]

The Mobility segment recorded a year-on-year increase in net sales due to increased sales of motorcycle parts, recognized as a result of DAIDO KOGYO CO., LTD. becoming a consolidated subsidiary of the Company, and to increased sales of timing chain systems for automobile engines and other items at bases in the Indian Ocean Rim.

The segment recorded year-on-year increases of 58.9% in orders received, to ¥72,056 million, 46.9% in net sales, to ¥66,585 million, and 40.4% in operating profit, to ¥6,278 million.

[Materials Handling Systems]

The Materials Handling Systems segment saw a year-on-year increase in net sales as a result of DAIDO KOGYO CO., LTD. becoming a consolidated subsidiary of the Company, in addition to increased sales of metalworking chips handling and coolant processing systems in Japan.

The segment recorded year-on-year increases of 27.0% in orders received, to ¥50,091 million, and 8.3% in net sales, to ¥31,976 million, while recording an operating loss of ¥140 million (operating loss in the same period of the previous fiscal year was ¥494 million).

[Other]

Other orders received increased 689.8% year on year, to ¥9,359 million, and net sales increased 442.9% over the same period, to ¥6,199 million, while recording an operating loss of ¥1,067 million (operating loss in the same period of the previous fiscal year was ¥484 million).

(2) Summary of Financial Position in the Six Months under Review

(Assets)

Total assets at the end of the six-month period ended September 30, 2026 were ¥465,677 million, up ¥5,893 million from the end of the previous consolidated fiscal year. This was due to various factors including increases of ¥7,993 million in “Investment securities” (owing to an increase in the market value of securities held by the Company and other factors), ¥4,223 million in “Inventories” (due to an increase in “Work in process” and other factors), and ¥3,483 million in “Construction in progress,” which outweighed decreases of ¥6,991 million in “Cash and deposits” and ¥3,050 million in “Notes and accounts receivable - trade, and contract assets.”

(Liabilities)

Total liabilities at the end of the six-month period ended September 30, 2026 were ¥156,956 million, up ¥986 million from the end of the previous consolidated fiscal year. This was mainly due to an increase of ¥2,836 million in “Other” under “Non-current liabilities,” despite decreases of ¥1,280 million in “Notes and accounts payable - trade” and ¥998 million in “Income taxes payable.”

(Net assets)

Net assets at the end of the six-month period ended September 30, 2026 were ¥308,721 million, up ¥4,906 million from the end of the previous consolidated fiscal year. This was attributable to various factors, including increases of ¥7,025 million in “Valuation difference on available-for-sale securities” and ¥5,834 million in “Retained earnings,” despite an increase of ¥8,484 million in “Treasury shares” due to share acquisitions and other factors (decrease in net assets). As a result, the equity ratio stood at 64.5%.

(3) Discussion of Future Outlook including Consolidated Financial Results Forecast

Based on the actual results for the six-month period ended September 30, 2026, and the current outlook, the Company has revised its consolidated financial results forecast for the full year of the fiscal year ending March 31, 2027, announced on May 13, 2026 as follows:

The exchange rate assumptions for the second half of the fiscal year, which form the basis for the full-year consolidated financial results forecast, are: 1 USD=150 JPY, and 1 Euro=175 JPY.

Revised full-year consolidated financial results forecast for the fiscal year ending March 31, 2027 (April 1, 2026 – March 31, 2027)

	Net sales	Operating profit	Ordinary profit	Profit attributable to owners of parent	Basic earnings per share
	Millions of yen	Millions of yen	Millions of yen	Millions of yen	Yen
Previously released forecast (A) (Released May 13, 2026)	350,000	25,500	26,000	22,000	218.17
Revised forecast (B)	355,000	26,600	28,000	22,000	217.39
Increase/(Decrease) (B-A)	5,000	1,100	2,000	—	—
Percentage increase/(decrease) (%)	1.4	4.3	7.7	—	—

2. Semi-annual Consolidated Financial Statements and Primary Notes

(1) Semi-annual Consolidated Balance Sheet

(Millions of yen)

	As of March 31, 2026	As of September 30, 2026
Assets		
Current assets		
Cash and deposits	81,448	74,457
Notes and accounts receivable - trade, and contract assets	61,147	58,096
Electronically recorded monetary claims - operating	18,749	20,496
Securities	1,475	1,316
Merchandise and finished goods	31,525	32,577
Work in process	24,534	26,903
Raw materials and supplies	20,665	21,468
Other	8,603	8,995
Allowance for doubtful accounts	(1,230)	(1,255)
Total current assets	246,920	243,056
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	41,714	41,412
Machinery, equipment and vehicles, net	38,262	37,167
Tools, furniture and fixtures, net	5,544	5,280
Land	44,390	44,664
Construction in progress	8,181	11,664
Total property, plant and equipment	138,092	140,190
Intangible assets		
Goodwill	1,554	1,441
Other	4,064	4,244
Total intangible assets	5,618	5,686
Investments and other assets		
Investment securities	56,970	64,963
Retirement benefit asset	520	541
Other	12,112	11,665
Allowance for doubtful accounts	(449)	(425)
Total investments and other assets	69,152	76,744
Total non-current assets	212,864	222,621
Total assets	459,784	465,677

	As of March 31, 2026	As of September 30, 2026
Liabilities		
Current liabilities		
Notes and accounts payable - trade	26,143	24,863
Electronically recorded obligations - operating	2,755	2,956
Short-term borrowings	10,149	9,022
Current portion of bonds payable	1,100	1,100
Current portion of long-term borrowings	3,504	5,141
Income taxes payable	3,464	2,465
Provision for bonuses	7,042	6,215
Provision for bonuses for directors (and other officers)	15	-
Provision for loss on construction contracts	72	60
Provision for shareholder benefit program	160	0
Electronically recorded obligations - non-operating	1,891	1,157
Other	27,211	29,075
Total current liabilities	83,512	82,056
Non-current liabilities		
Bonds payable	14,600	14,600
Long-term borrowings	19,507	18,780
Provision for retirement benefits for directors (and other officers)	149	119
Retirement benefit liability	14,089	14,417
Asset retirement obligations	612	647
Other	23,497	26,334
Total non-current liabilities	72,456	74,899
Total liabilities	155,969	156,956
Net assets		
Shareholders' equity		
Share capital	17,076	17,076
Capital surplus	15,428	15,439
Retained earnings	213,244	219,078
Treasury shares	(3,982)	(12,467)
Total shareholders' equity	241,766	239,127
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	20,667	27,693
Deferred gains or losses on hedges	(16)	8
Revaluation reserve for land	(10,744)	(10,744)
Foreign currency translation adjustment	42,527	42,466
Remeasurements of defined benefit plans	2,155	2,015
Total accumulated other comprehensive income	54,590	61,439
Non-controlling interests	7,458	8,154
Total net assets	303,815	308,721
Total liabilities and net assets	459,784	465,677

(2) Semi-annual Consolidated Statements of Income and Comprehensive Income

Semi-annual Consolidated Statement of Income

(Millions of yen)

	For the six months ended September 30, 2025	For the six months ended September 30, 2026
Net sales	135,634	174,131
Cost of sales	95,554	123,551
Gross profit	40,080	50,580
Selling, general and administrative expenses	31,778	38,435
Operating profit	8,302	12,145
Non-operating income		
Interest income	804	841
Dividend income	708	1,220
Foreign exchange gains	243	-
Other	590	925
Total non-operating income	2,346	2,986
Non-operating expenses		
Interest expenses	156	471
Foreign exchange losses	-	171
Other	376	409
Total non-operating expenses	532	1,052
Ordinary profit	10,116	14,079
Extraordinary income		
Gain on step acquisitions	71	-
Gain on sale of investment securities	3,905	1,176
Total extraordinary income	3,976	1,176
Extraordinary losses		
Loss on valuation of shares of subsidiaries and associates	371	-
Loss on business restructuring	-	922
Total extraordinary losses	371	922
Profit before income taxes	13,721	14,333
Income taxes - current	3,298	4,244
Income taxes - deferred	476	(272)
Total income taxes	3,775	3,971
Profit	9,946	10,361
Profit attributable to non-controlling interests	24	146
Profit attributable to owners of parent	9,921	10,215

Semi-annual Consolidated Statement of Comprehensive Income

(Millions of yen)

	For the six months ended September 30, 2025	For the six months ended September 30, 2026
Profit	9,946	10,361
Other comprehensive income		
Valuation difference on available-for-sale securities	1,000	7,050
Deferred gains or losses on hedges	7	25
Foreign currency translation adjustment	(1,585)	23
Remeasurements of defined benefit plans, net of tax	(7)	(140)
Share of other comprehensive income of entities accounted for using equity method	(28)	14
Total other comprehensive income	(613)	6,973
Comprehensive income	9,332	17,335
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	9,474	17,064
Comprehensive income attributable to non-controlling interests	(141)	270

(3) Semi-annual Consolidated Statement of Cash Flows

(Millions of yen)

	For the six months ended September 30, 2025	For the six months ended September 30, 2026
Cash flows from operating activities		
Profit before income taxes	13,721	14,333
Depreciation	7,054	7,872
Loss on business restructuring	-	922
Amortization of goodwill	180	143
Loss (gain) on sale and retirement of non-current assets	33	37
Loss (gain) on valuation of investment securities	1	-
Loss on valuation of shares of subsidiaries and associates	371	-
Loss (gain) on sale of investment securities	(3,906)	(1,176)
Loss (gain) on step acquisitions	(71)	-
Increase (decrease) in allowance for doubtful accounts	(11)	5
Increase (decrease) in retirement benefit liability	340	117
Decrease (increase) in trade receivables	2,799	1,727
Decrease (increase) in inventories	(1,790)	(4,272)
Increase (decrease) in trade payables	(502)	(1,592)
Other, net	(2,643)	(1,453)
Subtotal	15,577	16,665
Interest and dividends received	1,479	2,007
Interest paid	(165)	(451)
Income taxes paid	(3,199)	(5,626)
Net cash provided by (used in) operating activities	13,691	12,595
Cash flows from investing activities		
Payments into time deposits	(2,857)	(1,845)
Proceeds from withdrawal of time deposits	3,049	2,251
Purchase of investment securities	(10)	(9)
Proceeds from sale of investment securities	4,254	2,586
Purchase of shares, etc of subsidiaries resulting in change in scope of consolidation	(274)	-
Purchase of shares of subsidiaries and associates	(499)	(9)
Net decrease (increase) in short-term loans receivable	2	0
Long-term loan advances	(7)	(4)
Proceeds from collection of long-term loans receivable	7	6
Purchase of non-current assets	(5,424)	(10,300)
Proceeds from sale of non-current assets	178	120
Net cash provided by (used in) investing activities	(1,581)	(7,204)

(Millions of yen)

	For the six months ended September 30, 2025	For the six months ended September 30, 2026
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(7)	(1,161)
Proceeds from long-term borrowings	1,450	2,100
Repayments of long-term borrowings	(1,501)	(1,133)
Repayments of finance lease liabilities	(450)	(618)
Dividends paid	(4,820)	(4,161)
Dividends paid to non-controlling interests	(19)	(39)
Purchase of treasury shares	(9,276)	(8,568)
Proceeds from sale of treasury shares	0	0
Net cash provided by (used in) financing activities	(14,625)	(13,581)
Effect of exchange rate change on cash and cash equivalents	(500)	(168)
Net increase (decrease) in cash and cash equivalents	(3,016)	(8,359)
Cash and cash equivalents at beginning of period	63,316	78,529
Increase in cash and cash equivalents resulting from inclusion of subsidiaries in consolidation	679	1,480
Cash and cash equivalents at end of period	60,980	71,651