

Supplementary information for the 1st Half results of FY2025

Agenda

- ◇ Financial highlights for the 1st Half of FY2025
- ◇ Forecast for the fiscal year ending March 31, 2026
- ◇ Shareholder returns, etc.

October 31, 2025
Investor Relations,
Corporate Planning Section

Financial highlights for the 1st Half of FY2025

Sales decreased by 0.5% and operating income decreased by 12.2% YoY.
Compared to the forecasts, sales decreased by 3.1% and operating income decreased by 12.6%.

(Yen, millions)

	FY2024 1H ACT	FY2025 1H		Inc / Dec			
		FCT	ACT	YOY	%	Vs. FCT	%
Net sales	136,360	140,000	135,634	(725)	-0.5%	(4,365)	-3.1%
Operating income	9,459	9,500	8,302	(1,157)	-12.2%	(1,197)	-12.6%
%	6.9%	6.8%	6.1%				
Ordinary income	11,225	10,000	10,116	(1,109)	-9.9%	116	+ 1.2%
Net income	10,014	10,000	9,921	(93)	-0.9%	(78)	-0.8%
Exchange rates (USD)	152.77	140.00	146.02				
(EUR)	166.06	160.00	168.05				
(RMB)	21.06	20.00	20.44				

- ◆ Both Motion Control and Mobility posted higher revenue and profit.
Chain saw revenue growth but lower profit due to tariff impacts in the U.S.
Materials Handling recorded lower revenue in the Americas, resulting in a loss.

(Yen, millions)

	Sales*1					Operating income				
	FY2024 1H		FY2025 1H		Inc / Dec		FY2024 1H		FY2025 1H	
	ACT	FCT	ACT	YOY	Vs. FCT	ACT	FCT	ACT	YOY	Vs. FCT
Chain	47,271	48,000	49,064	+ 3.8%	+ 2.2%	7,247	7,000	6,920	-4.5%	-1.1%
Motion Control	11,363	12,000	11,879	+ 4.5%	-1.0%	145	400	423	+ 190.8%	+ 6.0%
Mobility	44,688	45,000	45,333	+ 1.4%	+ 0.7%	3,684	3,900	4,472	+ 21.4%	+ 14.7%
Materials Handling	33,005	35,000	29,610	-10.3%	-15.4%	(106)	700	(494)	—	—
Other*2	1,702	1,600	1,627	-4.4%	+ 1.7%	(504)	(600)	(484)	—	—
Adjust	(1,670)	(1,600)	(1,880)	—	—	(1,006)	(1,900)	(2,534)	—	—
All	136,360	140,000	135,634	-0.5%	-3.1%	9,459	9,500	8,302	-12.2%	-12.6%

1 Net sales include intersegment sales and transfers.

2 "Other" is not a reportable segment.

Forecast for the fiscal year ending March 31, 2026

Revised downward from the previous forecast (announced May 14).

We forecast a 1.7% increase in sales and a 12.5% decrease in operating income YoY.

(Yen, millions)

	FY2024	FY2025 forecast			YOY
	ACT	1H	2H	Full year	Inc / Dec
Net sales	279,193	135,634	148,366	284,000	+ 1.7%
Operating income	22,854	8,302	11,698	20,000	-12.5%
%	8.2%	6.1%	7.9%	7.0%	
Ordinary income	25,332	10,116	11,884	22,000	-13.2%
Net income	22,122	9,921	9,079	19,000	-14.1%
Exchange rates (USD)	152.62円	146.02円	148.00円		
(EUR)	163.87円	168.05円	170.00円		
(RMB)	21.03円	20.44円	20.00円		

Forecast by segment for the fiscal year ending March 31, 2026

Both sales and operating income for Motion Control have been revised upward.

Sales for Chain and operating income for Mobility have been revised upward.

Both revenue and operating income for Materials Handling have been revised downward, based on order results through the 1H and other factors in the U.S.

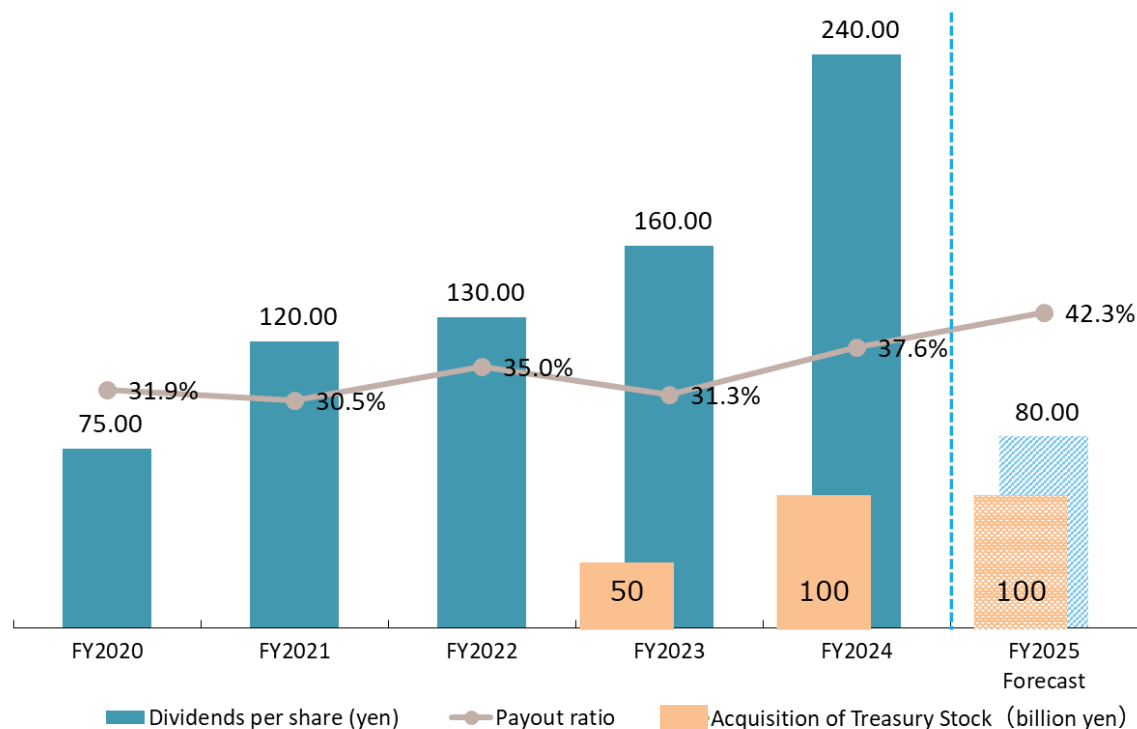
(Yen, millions)

	Sales *1					Operating income				
	FY2024	FY2025		Inc / Dec		FY2024	FY2025		Inc / Dec	
	Actual	Current Forecast	Original Forecast	YOY	Vs. Original Forecast	Actual	Current Forecast	Original Forecast	YOY	Vs. Original Forecast
Chain	96,277	100,500	98,500	+ 4.4%	+ 2.0%	15,585	15,000	15,000	- 3.8%	+ 0.0%
Motion Control	23,387	25,000	24,500	+ 6.9%	+ 2.0%	770	1,200	1,000	+ 55.8%	+ 20.0%
Mobility	91,193	92,000	92,000	+ 0.9%	+ 0.0%	8,287	9,000	7,900	+ 8.6%	+ 13.9%
Materials Handling	68,313	67,000	75,000	- 1.9%	- 10.7%	1,247	800	2,400	- 35.9%	- 66.7%
Other*2	3,547	3,400	3,300	- 4.2%	+ 3.0%	(833)	(1,300)	(900)	—	—
Adjust	(3,525)	(3,900)	(3,300)	—	—	(2,203)	(4,700)	(3,900)	—	—
All	279,193	284,000	290,000	+ 1.7%	- 2.1%	22,854	20,000	21,500	- 12.5%	- 7.0%

1 Net sales include intersegment sales and transfers.

2 "Other" is not a reportable segment.

An annual dividend of ¥80 is planned, and a ¥10 billion share buyback is currently in progress.

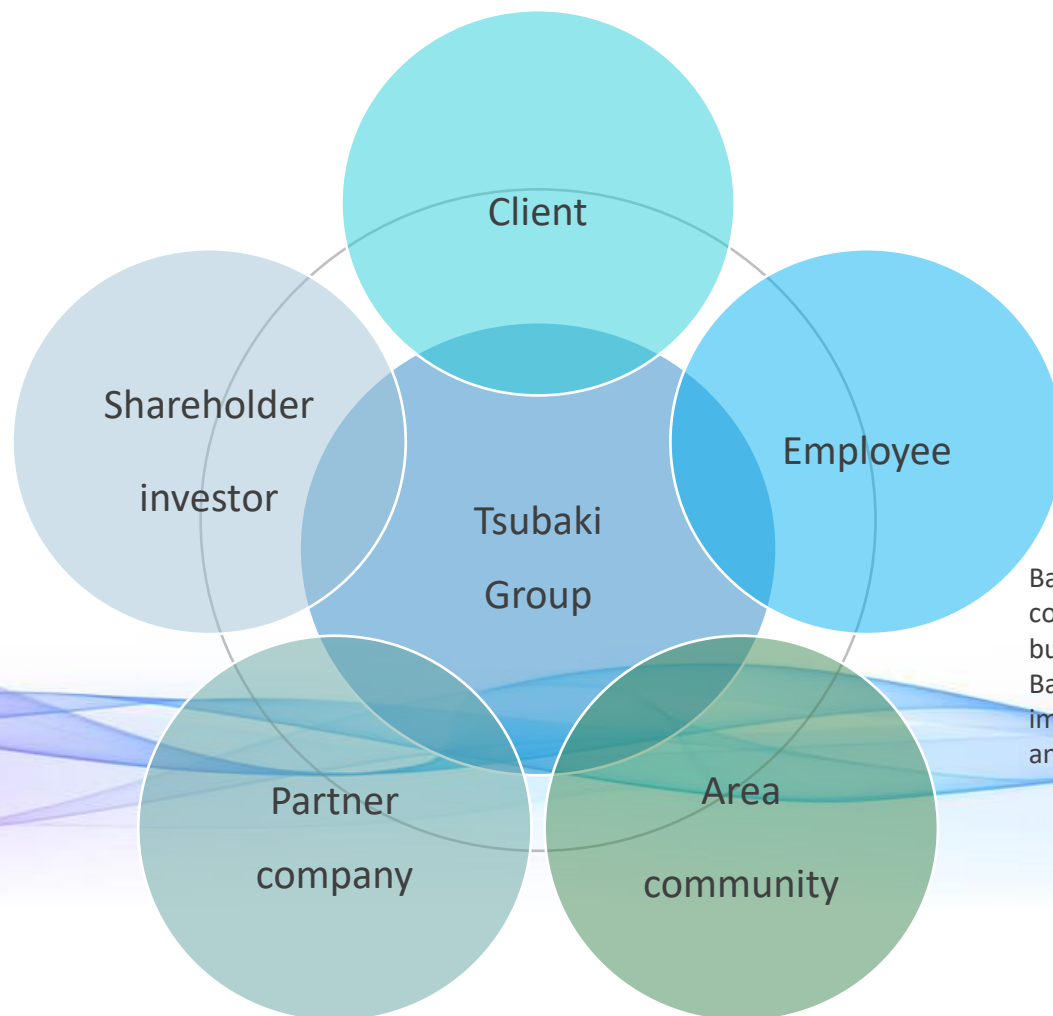


A three-for-one stock split of shares of common stock was implemented with an effective date of October 1, 2024.

Dividends for FY2024 do not take such stock split into account. If the stock split were taken into account, the annual dividend would be 146 yen per share, consisting of an interim dividend of 99 yen and a year-end dividend of 47 yen.

Other:

We completed construction of the Fukui Mihama Plant, our sixth domestic facility for automated cultivation of commercial-use lettuce, and commenced operations on August 1.



Based on our **Partnership Declaration**, our group will promote cooperation and co-prosperity with our business partners and other businesses that aim to create value.
Based on our **Multi-Stakeholder Policy**, we will work to create value and improve productivity with our stakeholders. We will distribute the profits and results generated appropriately to our multi-stakeholders.

The business plans and performance forecasts described in this document are based on information available to the Company at the time of preparation and certain assumptions that the Company considers reasonable.
They are not intended to guarantee the achievement of these results. Actual results may differ from these forecasts due to various factors.

Quarterly Data Summary ※1

TSUBAKIMOTO CHAIN CO.

(Yen, millions)

1. Consolidated performance

	FY2024					FY2025				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
Consolidated										
Bookings	66,486	71,134	68,369	67,533	273,523	70,781	75,940			
Backlog	74,498	74,053	72,938	67,500	67,500	72,346	78,561			
Net Sales	66,455	69,904	70,250	72,582	279,193	65,317	70,317			
Operating income	4,089	5,370	6,403	6,990	22,854	3,280	5,022			
Operating income ratio	6.2%	7.7%	9.1%	9.6%	8.2%	5.0%	7.1%			
Ordinary income	6,058	5,166	7,148	6,958	25,332	4,354	5,762			
Net income ※2	6,383	3,631	4,938	7,169	22,122	4,496	5,424			

2. Segment Information (by business group)

(Yen, millions)

	FY2024					FY2025				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
Chain										
Bookings	22,687	22,527	24,813	22,750	92,779	24,762	24,478			
Backlog	22,571	21,536	23,109	21,316	21,316	22,599	22,730			
Sales ※3	24,076	23,195	24,281	24,724	96,277	23,778	25,286			
Operating income	3,849	3,397	4,102	4,235	15,585	3,227	3,692			
Operating income ratio	16.0%	14.6%	16.9%	17.1%	16.2%	13.6%	14.6%			
Motion Control										
Bookings	5,497	5,527	5,732	5,634	22,391	5,696	5,797			
Backlog	8,715	8,480	8,282	8,012	8,012	7,838	7,904			
Sales ※3	5,495	5,868	5,991	6,032	23,387	5,958	5,921			
Operating income	3	142	494	129	770	114	309			
Operating income ratio	0.1%	2.4%	8.3%	2.1%	3.3%	1.9%	5.2%			
Mobility										
Bookings	21,901	22,356	23,111	23,481	90,850	22,449	22,907			
Backlog	1,791	1,345	1,440	1,440	1,440	1,532	1,469			
Sales ※3	21,883	22,804	23,020	23,484	91,193	22,360	22,972			
Operating income	1,518	2,165	2,211	2,391	8,287	2,096	2,376			
Operating income ratio	6.9%	9.5%	9.6%	10.2%	9.1%	9.4%	10.3%			
Materials Handling										
Bookings	15,824	19,957	14,080	15,047	64,910	17,279	22,165			
Backlog	40,792	41,978	39,584	36,213	36,213	39,866	45,897			
Sales ※3	14,961	18,043	16,858	18,450	68,313	13,170	16,439			
Operating income	-558	452	254	1,099	1,247	-634	139			
Operating income ratio	-	2.5%	1.5%	6.0%	1.8%	-	0.8%			
Other										
Bookings	575	766	630	619	2,591	593	591			
Backlog	627	711	521	517	517	510	560			
Sales ※3	777	924	1,024	820	3,547	806	821			
Operating income	-197	-307	-151	-177	-833	-179	-305			
Operating income ratio	-	-	-	-	-	-	-			

< Note >

※1 : Quarterly data is for each accounting period (3 months).

※2 : Profit attributable to owners of parent

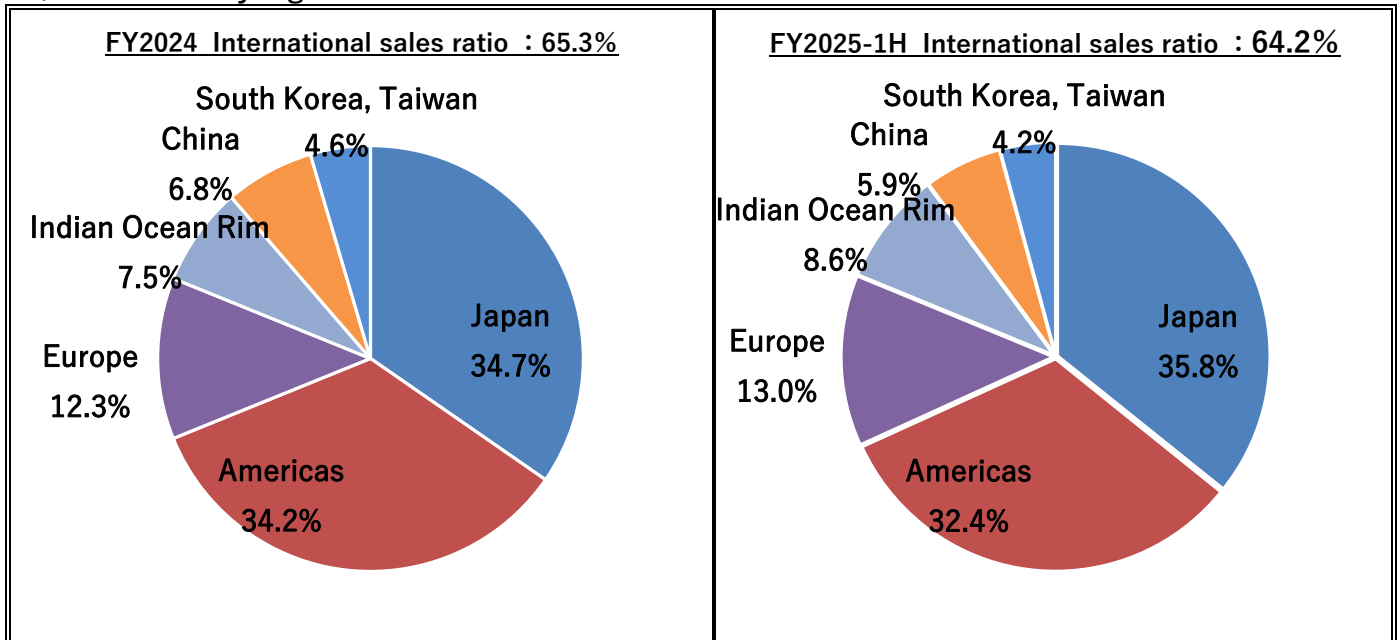
※3 : Sales figures include internal sales and transfers between segments.

3. Segment Information (by region)

(Yen, millions)

	FY2024					FY2025				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
Japan										
Sales ^{※3}	27,969	31,618	32,995	33,994	126,576	30,279	35,378			
Operating income	-259	1,412	2,300	1,871	5,326	-213	2,087			
Operating income ratio	-	4.5%	7.0%	5.5%	4.2%	-	5.9%			
Americas										
Sales ^{※3}	24,944	23,988	23,710	23,942	96,585	21,933	21,984			
Operating income	2,480	1,854	1,946	3,101	9,382	2,076	1,506			
Operating income ratio	9.9%	7.7%	8.2%	13.0%	9.7%	9.5%	6.9%			
Europe										
Sales ^{※3}	9,009	8,720	8,788	9,390	35,909	9,090	9,513			
Operating income	611	530	671	814	2,626	369	376			
Operating income ratio	6.8%	6.1%	7.6%	8.7%	7.3%	4.1%	4.0%			
Indian Ocean Rim										
Sales ^{※3}	4,950	5,567	5,285	5,349	21,153	5,688	6,158			
Operating income	629	752	595	498	2,475	653	639			
Operating income ratio	12.7%	13.5%	11.3%	9.3%	11.7%	11.5%	10.4%			
China										
Sales ^{※3}	4,512	5,141	5,486	6,156	21,296	4,734	4,524			
Operating income	-107	42	99	66	101	-77	-67			
Operating income ratio	-	0.8%	1.8%	1.1%	0.5%	-	-			
South Korea, Taiwan										
Sales ^{※3}	3,354	3,524	3,210	3,004	13,093	2,932	3,216			
Operating income	93	152	151	60	457	54	70			
Operating income ratio	2.8%	4.3%	4.7%	2.0%	3.5%	1.8%	2.2%			

4. Sales ratio by region



5. Exchange rates

(JP Yen)

	USD ^{※4}	USD ^{※5}	EUR ^{※4}	EUR ^{※5}	CAD ^{※4}	AUD ^{※4}	THB ^{※5}	TWD ^{※4}	CNY ^{※5}	KRW ^{※5}	MXN ^{※5}
FY2024 -Q2	152.77	152.36	166.06	164.70	111.81	101.43	4.210	4.72	21.06	0.11	8.90
FY2025 -Q2	146.02	148.41	168.05	162.25	105.75	94.50	4.429	4.80	20.44	0.10	7.44

< Note >

※3 : Sales figures include internal sales and transfers between segments.

※4 : From April 1 through September 30, ※5 : From January 1 through June 30