

## Supplementary information for FY2025-3Q results

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### Agenda

- ◇ Financial highlights for FY2025-3Q
- ◇ Forecast for the fiscal year ending March 31, 2026
- ◇ Shareholder returns, etc.

February 6, 2026

Investor Relations

Corporate Planning Section

Sales increased by 1.4% and operating income decreased by 7.1% compared to FY2024.

(Yen, millions)

	FY2024 3Q ACT	FY2025 3Q ACT	YOY	% of Forecast	Forecast (October 31)
<b>Net sales</b>	206,610	<b>209,401</b>	+ 2,791 + 1.4%	73.7%	<b>284,000</b>
<b>Operating income</b>	15,863	<b>14,733</b>	(1,129) - 7.1%	73.7%	<b>20,000</b>
%	7.7%	<b>7.0%</b>	- 0.7pt	—	<b>7.0%</b>
<b>Ordinary income</b>	18,374	<b>17,768</b>	(606) - 3.3%	80.8%	<b>22,000</b>
<b>Net income</b>	14,952	<b>15,772</b>	+ 819 + 5.5%	83.0%	<b>19,000</b>
Exchange rates (USD)	152.64	<b>148.71</b>			
(EUR)	164.89	<b>171.83</b>			
(RMB)	20.99	<b>20.50</b>			

Sales and operating income Increased in the Chain, Motion Control, and Mobility segments.

(Yen, millions)

	Sales*1			Operating income		
	FY2024 3Q ACT	FY2025 3Q ACT	YOY	FY2024 3Q ACT	FY2025 3Q ACT	YOY
<b>Chain</b>	71,553	<b>74,799</b>	+ 4.5%	11,349	<b>11,511</b>	+ 1.4%
<b>Motion Control</b>	17,354	<b>18,234</b>	+ 5.1%	640	<b>695</b>	+ 8.6%
<b>Mobility</b>	67,708	<b>68,655</b>	+ 1.4%	5,895	<b>6,962</b>	+ 18.1%
<b>Materials Handling</b>	49,863	<b>47,885</b>	-4.0%	148	<b>(99)</b>	—
<b>Other*2</b>	2,726	<b>2,635</b>	-3.3%	(655)	<b>(841)</b>	—
<b>Adjust</b>	(2,596)	<b>(2,809)</b>	—	(1,514)	<b>(3,495)</b>	—
<b>Total</b>	206,610	<b>209,401</b>	+ 1.4%	15,863	<b>14,733</b>	-7.1%

1 Net sales include intersegment sales and transfers.

2 "Other" is not a reportable segment.

# Results by segment for FY2025-3Q - Chain -

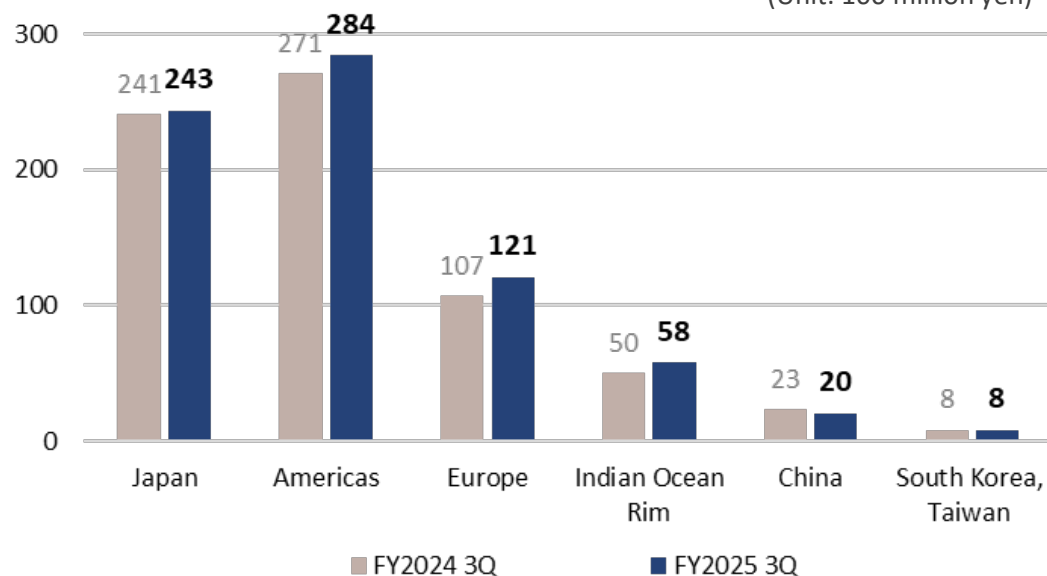
\*Sales include intersegment sales and transfers.

(Yen, millions)

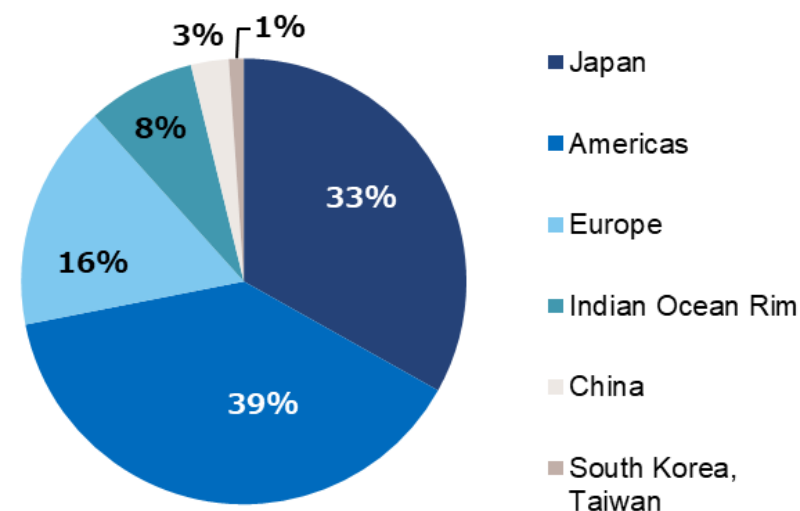
	FY2024 3Q ACT	FY2025 3Q ACT	YOY	FX impact	YOY (Excl. FX impact)	% of Forecast	Forecast (October 31)
Sales	71,553	74,799	+ 3,246 + 4.5%	(616)	+ 3,862	74.4%	100,500
Operating income	11,349	11,511	+ 161 + 1.4%	(129)	+ 290	76.7%	15,000
%	15.9%	15.4%	- 0.5pt	—	—	—	14.9%

## Sales By Region

(Unit: 100 million yen)



## Regional Sales Ratio



# Results by segment for FY2025-3Q - Motion Control -

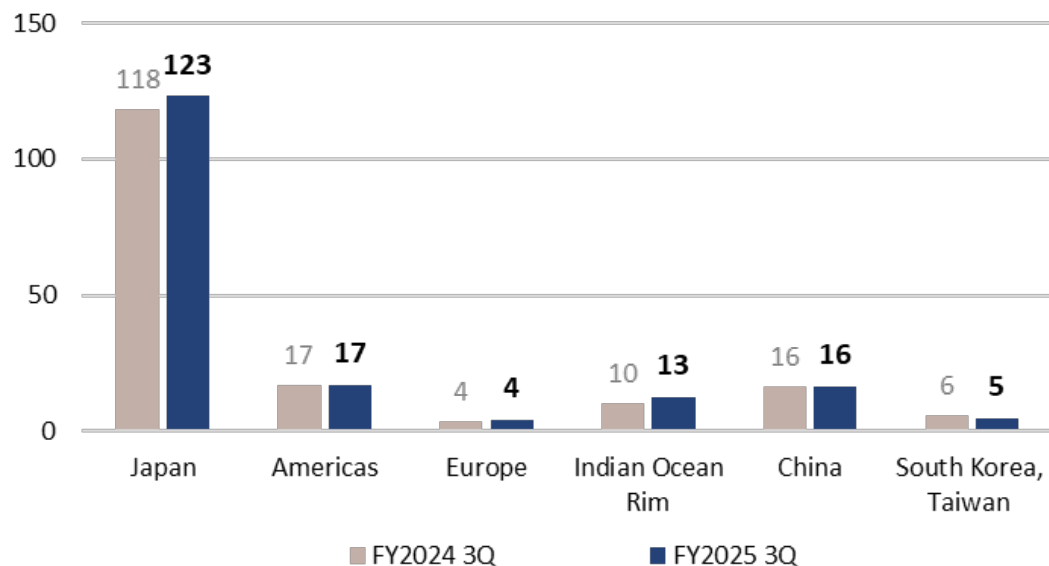
\*Sales include intersegment sales and transfers.

(Yen, millions)

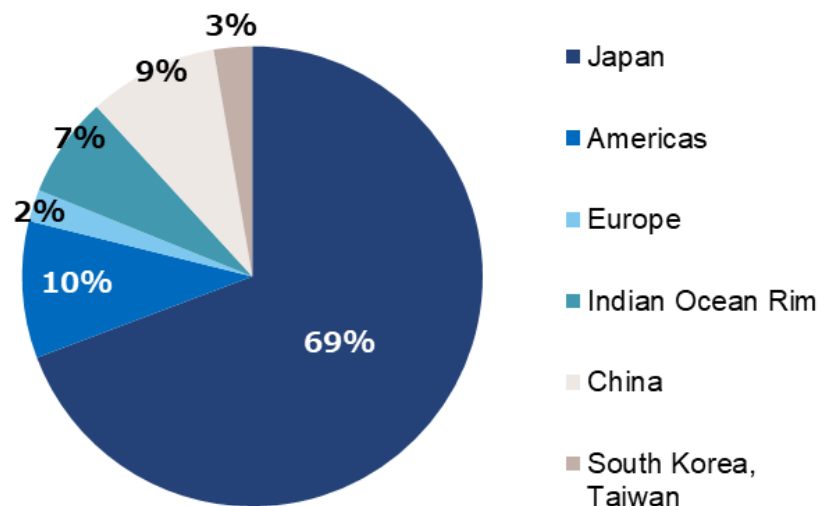
	FY2024 3Q ACT	FY2025 3Q ACT	YOY	FX impact	YOY (Excl. FX impact)	% of Forecast	Forecast (October 31)
<b>Sales</b>	17,354	<b>18,234</b>	+ 879 + 5.1%	(140)	+ 1,019	72.9%	<b>25,000</b>
<b>Operating income</b>	640	<b>695</b>	+ 54 + 8.6%	(16)	+ 70	58.0%	<b>1,200</b>
<b>%</b>	3.7%	<b>3.8%</b>	+ 0.1pt	—	—	—	<b>4.8%</b>

Sales By Region

(Unit: 100 million yen)



Regional Sales Ratio



# Results by segment for FY2025-3Q - Mobility -

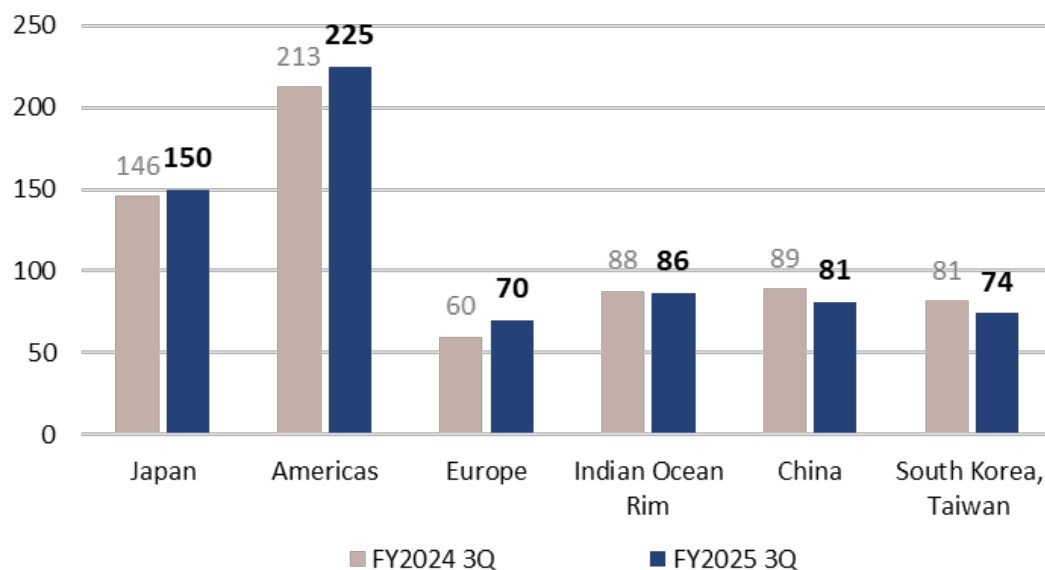
\*Sales include intersegment sales and transfers.

(Yen, millions)

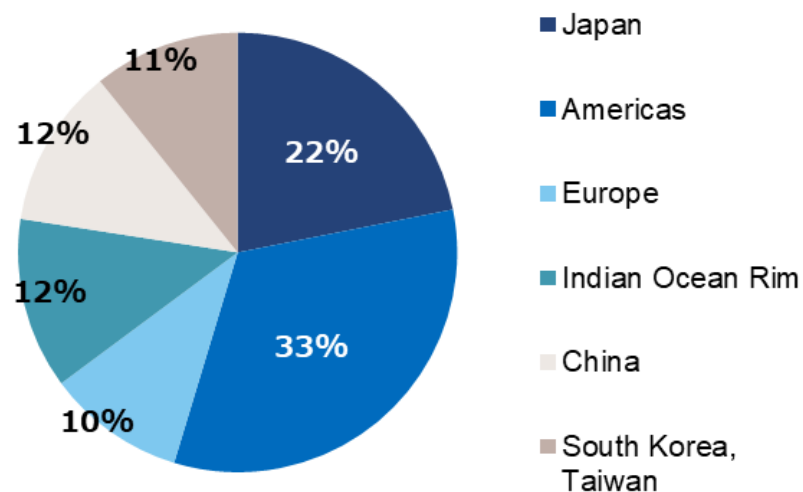
	FY2024 3Q ACT	FY2025 3Q ACT	YOY	FX impact	YOY (Excl. FX impact)	% of Forecast	Forecast (October 31)
<b>Sales</b>	67,708	<b>68,655</b>	+ 947 + 1.4%	(1,087)	+ 2,034	74.6%	<b>92,000</b>
<b>Operating income</b>	5,895	<b>6,962</b>	+ 1,067 + 18.1%	+ 6	+ 1,061	77.4%	<b>9,000</b>
<b>%</b>	8.7%	<b>10.1%</b>	+ 1.4pt	—	—	—	<b>9.8%</b>

Sales By Region

(Unit: 100 million yen)



Regional Sales Ratio



# Results by segment FY2025-3Q - Materials Handling -

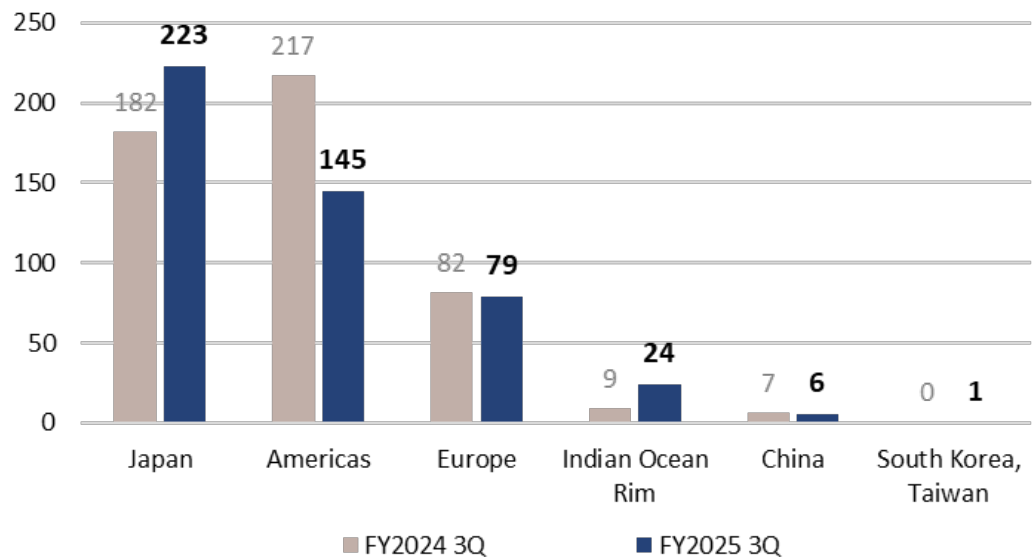
\*Sales include intersegment sales and transfers.

(Yen, millions)

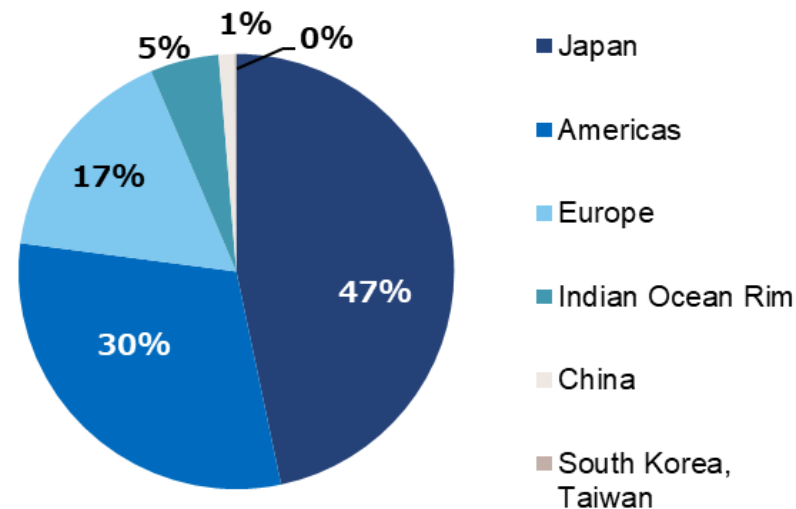
	FY2024 3Q ACT	FY2025 3Q ACT	YOY	FX impact	YOY (Excl. FX impact)	% of Forecast	Forecast (October 31)
<b>Sales</b>	49,863	<b>47,885</b>	(1,977) - 4.0%	(299)	(1,678)	71.5%	<b>67,000</b>
<b>Operating income</b>	148	<b>(99)</b>	(247) —	+ 19	(266)	-12.4%	<b>800</b>
<b>%</b>	0.3%	—	—	—	—	—	<b>1.2%</b>

## Sales By Region

(Unit: 100 million yen)



## Regional Sales Ratio



## 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 compared to FY2024.

**The impact of Daido Kogyo Co., Ltd., which became a consolidated subsidiary as of January 1, has not been factored in as it is currently being calculated.**

(Yen, millions)

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



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

Despite uneven progress across segments, overall results are expected to meet the consolidated forecast.

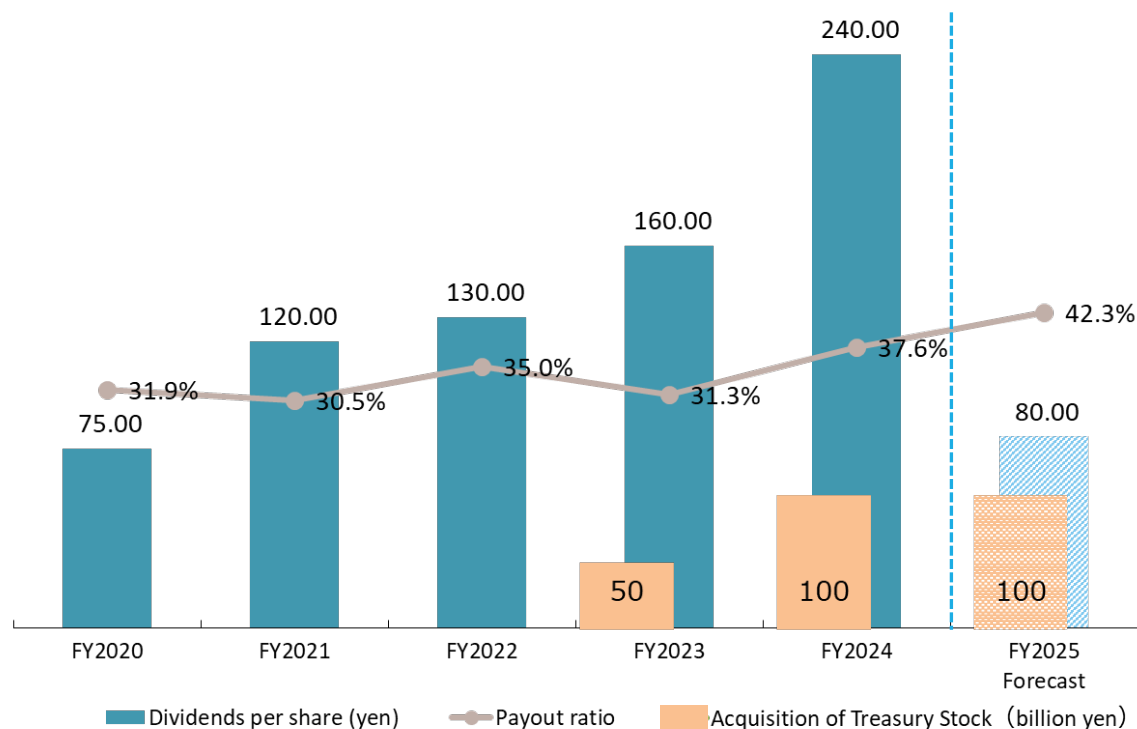
(Yen, millions)

	Sales *1				Operating income			
	FY2024	FY2025			FY2024	FY2025		
	Actual	Forecast	YOY	% of forecast (3Q)	Actual	Forecast	YOY	% of forecast (3Q)
Chain	96,277	100,500	+ 4.4%	74.4%	15,585	15,000	- 3.8%	76.7%
Motion Control	23,387	25,000	+ 6.9%	72.9%	770	1,200	+ 55.8%	58.0%
Mobility	91,193	92,000	+ 0.9%	74.6%	8,287	9,000	+ 8.6%	77.4%
Materials Handling	68,313	67,000	- 1.9%	71.5%	1,247	800	- 35.9%	-12.4%
Other*2	3,547	3,400	- 4.2%	77.5%	(833)	(1,300)	—	—
Adjust	(3,525)	(3,900)	—	—	(2,203)	(4,700)	—	—
Total	279,193	284,000	+ 1.7%	73.7%	22,854	20,000	- 12.5%	73.7%

1 Net sales include intersegment sales and transfers.

2 "Other" is not a reportable segment.

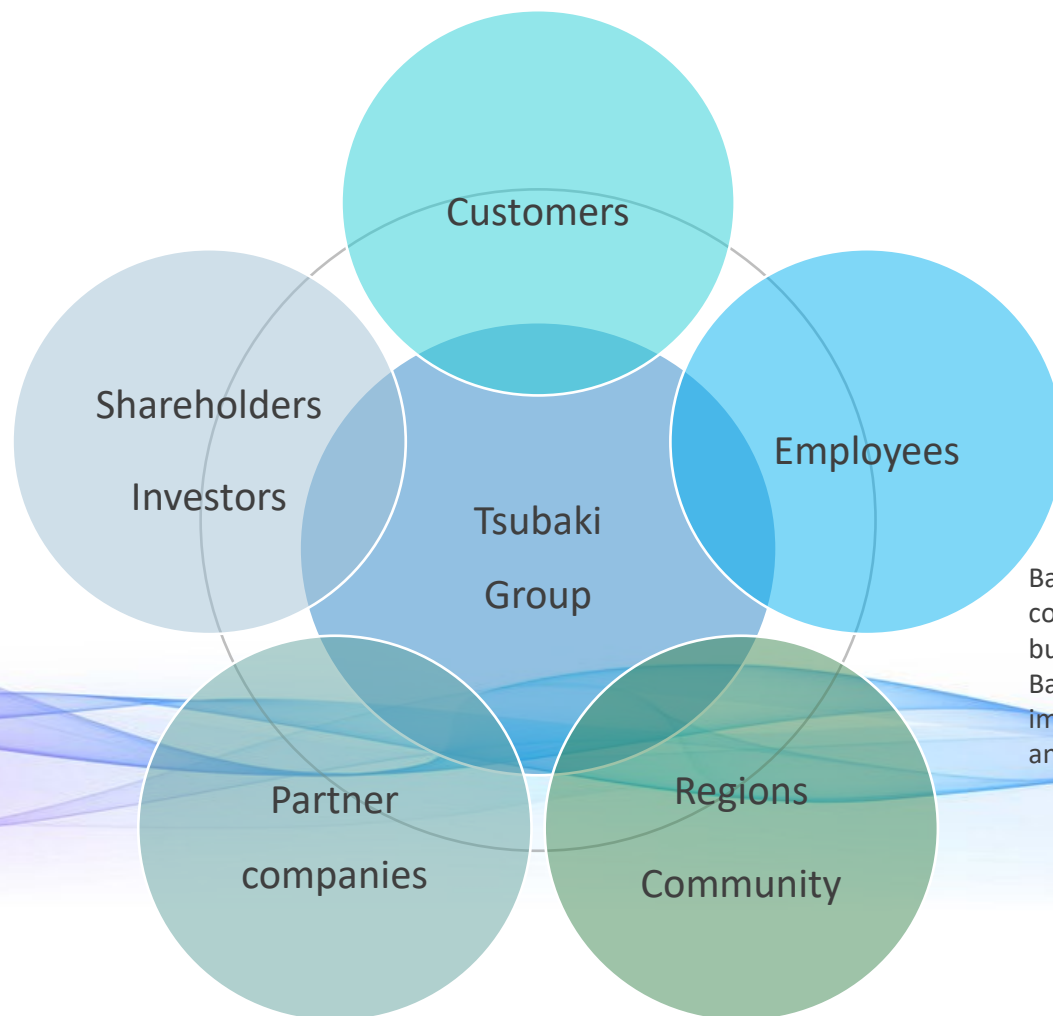
An annual dividend of ¥80 is planned, and a ¥10 billion share buyback was implemented.



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:  
Effective January 1, Daido Kogyo Co., Ltd. became a wholly owned subsidiary.



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
<b>Consolidated</b>										
Bookings	66,486	71,134	68,369	67,533	273,523	70,781	75,940	71,363		
Backlog	74,498	74,053	72,938	67,500	67,500	72,346	78,561	77,488		
Net Sales	66,455	69,904	70,250	72,582	279,193	65,317	70,317	73,766		
Operating income	4,089	5,370	6,403	6,990	22,854	3,280	5,022	6,431		
Operating income ratio	6.2%	7.7%	9.1%	9.6%	8.2%	5.0%	7.1%	8.7%		
Ordinary income	6,058	5,166	7,148	6,958	25,332	4,354	5,762	7,651		
Net income ※2	6,383	3,631	4,938	7,169	22,122	4,496	5,424	5,851		

## 2. Segment Information (by business group)

(Yen, millions)

	FY2024					FY2025				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
<b>Chain</b>										
Bookings	22,687	22,527	24,813	22,750	92,779	24,762	24,478	25,568		
Backlog	22,571	21,536	23,109	21,316	21,316	22,599	22,730	23,676		
Sales ※3	24,076	23,195	24,281	24,724	96,277	23,778	25,286	25,735		
Operating income	3,849	3,397	4,102	4,235	15,585	3,227	3,692	4,590		
Operating income ratio	16.0%	14.6%	16.9%	17.1%	16.2%	13.6%	14.6%	17.8%		
<b>Motion Control</b>										
Bookings	5,497	5,527	5,732	5,634	22,391	5,696	5,797	6,013		
Backlog	8,715	8,480	8,282	8,012	8,012	7,838	7,904	7,797		
Sales ※3	5,495	5,868	5,991	6,032	23,387	5,958	5,921	6,354		
Operating income	3	142	494	129	770	114	309	271		
Operating income ratio	0.1%	2.4%	8.3%	2.1%	3.3%	1.9%	5.2%	4.3%		
<b>Mobility</b>										
Bookings	21,901	22,356	23,111	23,481	90,850	22,449	22,907	23,530		
Backlog	1,791	1,345	1,440	1,440	1,440	1,532	1,469	1,701		
Sales ※3	21,883	22,804	23,020	23,484	91,193	22,360	22,972	23,322		
Operating income	1,518	2,165	2,211	2,391	8,287	2,096	2,376	2,490		
Operating income ratio	6.9%	9.5%	9.6%	10.2%	9.1%	9.4%	10.3%	10.7%		
<b>Materials Handling</b>										
Bookings	15,824	19,957	14,080	15,047	64,910	17,279	22,165	15,563		
Backlog	40,792	41,978	39,584	36,213	36,213	39,866	45,897	43,795		
Sales ※3	14,961	18,043	16,858	18,450	68,313	13,170	16,439	18,275		
Operating income	-558	452	254	1,099	1,247	-634	139	395		
Operating income ratio	-	2.5%	1.5%	6.0%	1.8%	-	0.8%	2.2%		
<b>Other</b>										
Bookings	575	766	630	619	2,591	593	591	687		
Backlog	627	711	521	517	517	510	560	517		
Sales ※3	777	924	1,024	820	3,547	806	821	1,008		
Operating income	-197	-307	-151	-177	-833	-179	-305	-356		
Operating income ratio	-	-	-	-	-	-	-	-		

&lt; Note &gt;

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

※2 : Profit attributable to owners of parent

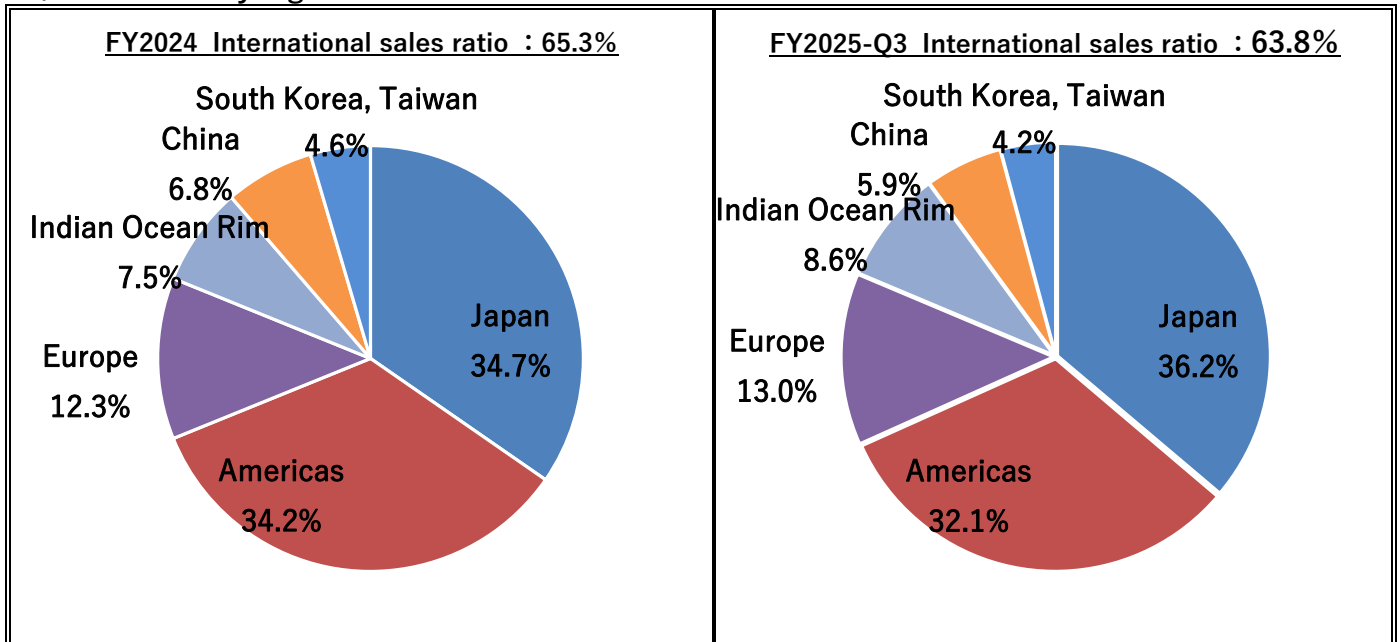
※3 : Sales figures include internal sales and transfers between segments.

## 3. Segment Information (by region)

(Yen, millions)

	FY2024					FY2025				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
<b>Japan</b>										
Sales <sup>※3</sup>	27,969	31,618	32,995	33,994	126,576	30,279	35,378	36,252		
Operating income	-259	1,412	2,300	1,871	5,326	-213	2,087	1,861		
Operating income ratio	-	4.5%	7.0%	5.5%	4.2%	-	5.9%	5.1%		
<b>Americas</b>										
Sales <sup>※3</sup>	24,944	23,988	23,710	23,942	96,585	21,933	21,984	23,293		
Operating income	2,480	1,854	1,946	3,101	9,382	2,076	1,506	2,657		
Operating income ratio	9.9%	7.7%	8.2%	13.0%	9.7%	9.5%	6.9%	11.4%		
<b>Europe</b>										
Sales <sup>※3</sup>	9,009	8,720	8,788	9,390	35,909	9,090	9,513	10,447		
Operating income	611	530	671	814	2,626	369	376	709		
Operating income ratio	6.8%	6.1%	7.6%	8.7%	7.3%	4.1%	4.0%	6.8%		
<b>Indian Ocean Rim</b>										
Sales <sup>※3</sup>	4,950	5,567	5,285	5,349	21,153	5,688	6,158	6,455		
Operating income	629	752	595	498	2,475	653	639	786		
Operating income ratio	12.7%	13.5%	11.3%	9.3%	11.7%	11.5%	10.4%	12.2%		
<b>China</b>										
Sales <sup>※3</sup>	4,512	5,141	5,486	6,156	21,296	4,734	4,524	4,801		
Operating income	-107	42	99	66	101	-77	-67	-34		
Operating income ratio	-	0.8%	1.8%	1.1%	0.5%	-	-	-		
<b>South Korea, Taiwan</b>										
Sales <sup>※3</sup>	3,354	3,524	3,210	3,004	13,093	2,932	3,216	3,318		
Operating income	93	152	151	60	457	54	70	112		
Operating income ratio	2.8%	4.3%	4.7%	2.0%	3.5%	1.8%	2.2%	3.4%		

## 4. Sales ratio by region



## 5. Exchange rates

(JP Yen)

	USD <sup>※4</sup>	USD <sup>※5</sup>	EUR <sup>※4</sup>	EUR <sup>※5</sup>	CAD <sup>※4</sup>	AUD <sup>※4</sup>	THB <sup>※5</sup>	TWD <sup>※4</sup>	CNY <sup>※5</sup>	KRW <sup>※5</sup>	MXN <sup>※5</sup>
FY2024 -Q3	152.64	151.45	164.89	164.55	110.86	100.78	4.238	4.71	20.99	0.11	8.57
FY2025 -Q3	148.71	148.08	171.83	165.69	107.34	96.73	4.476	4.85	20.50	0.10	7.60

&lt; Note &gt;

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

※4 : From April 1 through December 31, ※5 : From January 1 through September 30