

FY2025 Full Year Financial Results Briefing

— Agenda —

- ◇ FY2025 Full Year Financial Results – Highlights
- ◇ FY2026 Full Year Earnings Forecast
- ◇ Shareholder Returns and New Midterm Management Plan

May 13, 2026

Public Relations & Investor Relations

FY2025 Full-Year Consolidated Results – Highlights

Revenue increased by 6.0% year on year, while operating income declined by 5.6%.

Following the consolidation of Daido Kogyo Co., Ltd. as a subsidiary effective January 1, the recognition of negative goodwill resulted in a significant increase in profit attributable to owners of the parent.

(Yen, millions)

	FY2024	FY2025		Forecast (October 31)
	ACT	ACT	YOY % of Forecast	
Net sales	279,193	295,878	+ 16,685 + 6.0%	284,000
Operating income	22,854	21,578	(1,275) - 5.6%	20,000
%	8.2%	7.3%	- 1.0pt	7.0%
Ordinary income	25,332	24,804	(527) - 2.1%	22,000
Net income	22,122	29,708	+ 7,586 + 34.3%	19,000
ROE	8.5%	10.7%	+ 2.2%	—
Exchange rates (USD)	152.62	150.67		148.00
(EUR)	163.87	174.64		170.00
(RMB)	21.03	20.81		20.00

Sales increased across all businesses.

Operating income increased in the Motion Control and Mobility businesses.

(Yen, millions)

	Sales*1			Operating income		
	FY2024 ACT	FY2025 ACT	YOY	FY2024 ACT	FY2025 ACT	YOY
Chain	96,277	101,796	+ 5.7%	15,585	15,353	-1.5%
Motion Control	23,387	24,539	+ 4.9%	770	996	+ 29.4%
Mobility	91,193	97,403	+ 6.8%	8,287	10,036	+ 21.1%
Materials Handling	68,313	70,770	+ 3.6%	1,247	963	-22.8%
Other*2	3,547	5,041	+ 42.1%	(833)	(1,180)	—
Adjust	(3,525)	(3,672)	—	(2,203)	(4,589)	—
Total	279,193	295,878	+ 6.0%	22,854	21,578	-5.6%

1 Net sales include intersegment sales and transfers.

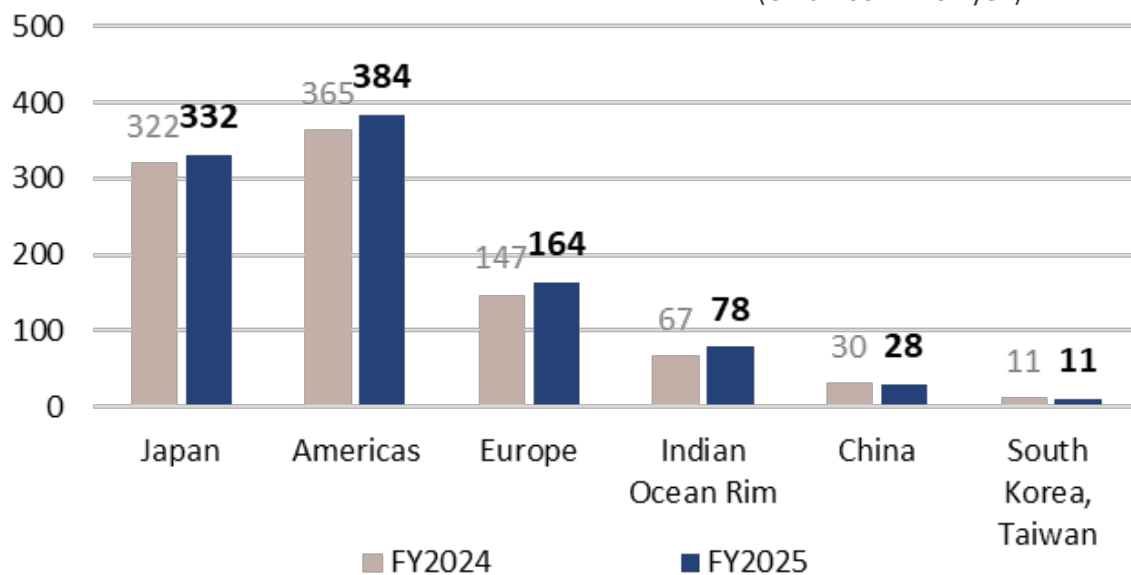
2 "Other" is not a reportable segment.

*Sales include intersegment sales and transfers. (Yen, millions)

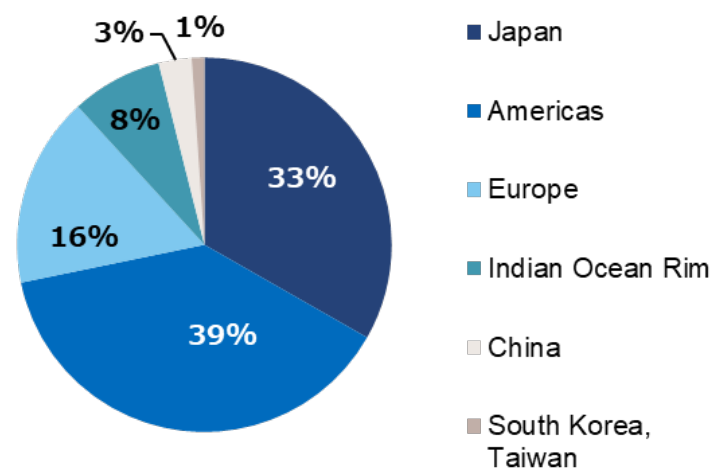
	FY2024	FY2025				Forecast	
	ACT	ACT	YOY	FX impact	YOY (Excl. FX impact)	% of Forecast	(October 31)
Sales	96,277	101,796	+ 5,519 + 5.7%	+ 429	+ 5,090	101.3%	100,500
Operating income	15,585	15,353	(232) - 1.5%	(1)	(231)	102.4%	15,000
%	16.2%	15.1%	- 1.1pt	—	—	+ 0.2pt	14.9%

Sales By Region

(Unit: 100 million yen)



Regional Sales Ratio



FY2025 Full Year Results – Motion Control

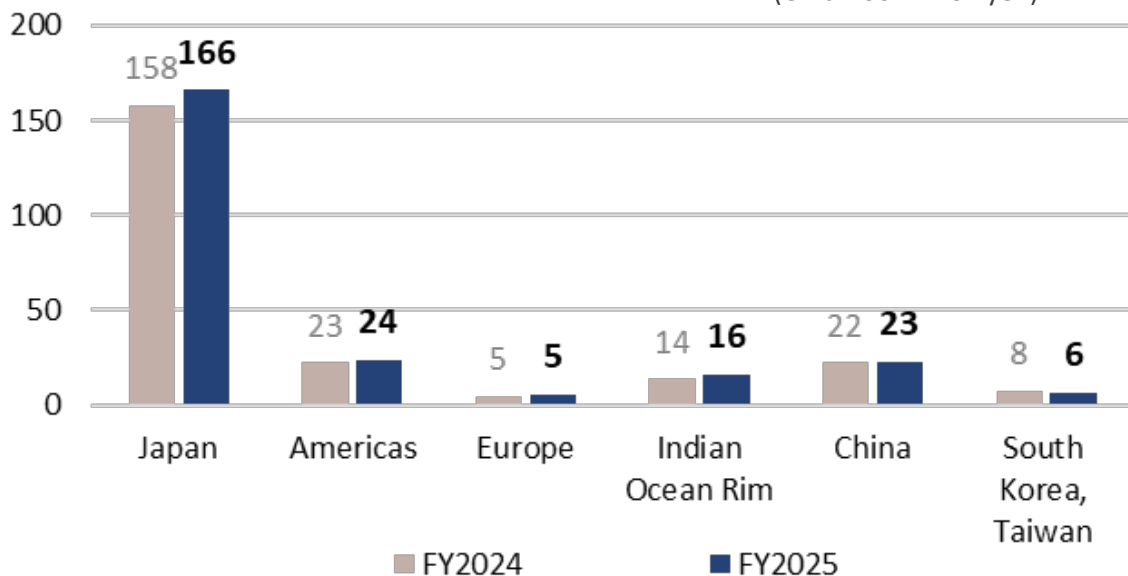
*Sales include intersegment sales and transfers.

(Yen, millions)

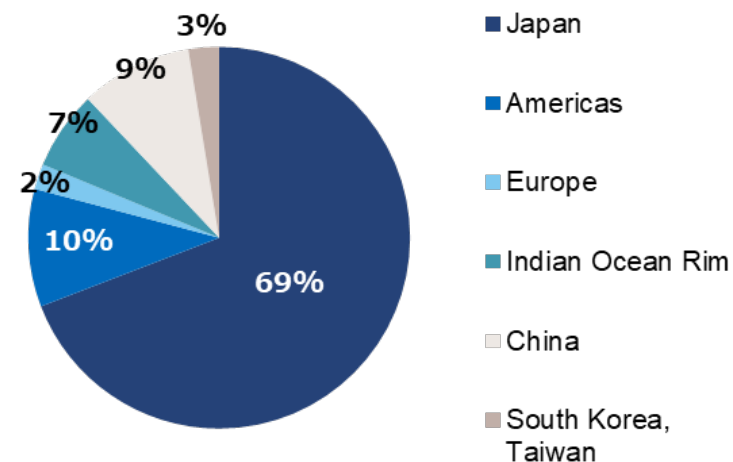
	FY2024	FY2025				Forecast	
	ACT	ACT	YOY	FX impact	YOY (Excl. FX impact)	% of Forecast	(October 31)
Sales	23,387	24,539	+ 1,152 + 4.9%	(44)	+ 1,196	98.2%	25,000
Operating income	770	996	+ 226 + 29.4%	(2)	+ 228	83.0%	1,200
%	3.3%	4.1%	+ 0.8pt	—	—	- 0.7pt	4.8%

Sales By Region

(Unit: 100 million yen)



Regional Sales Ratio



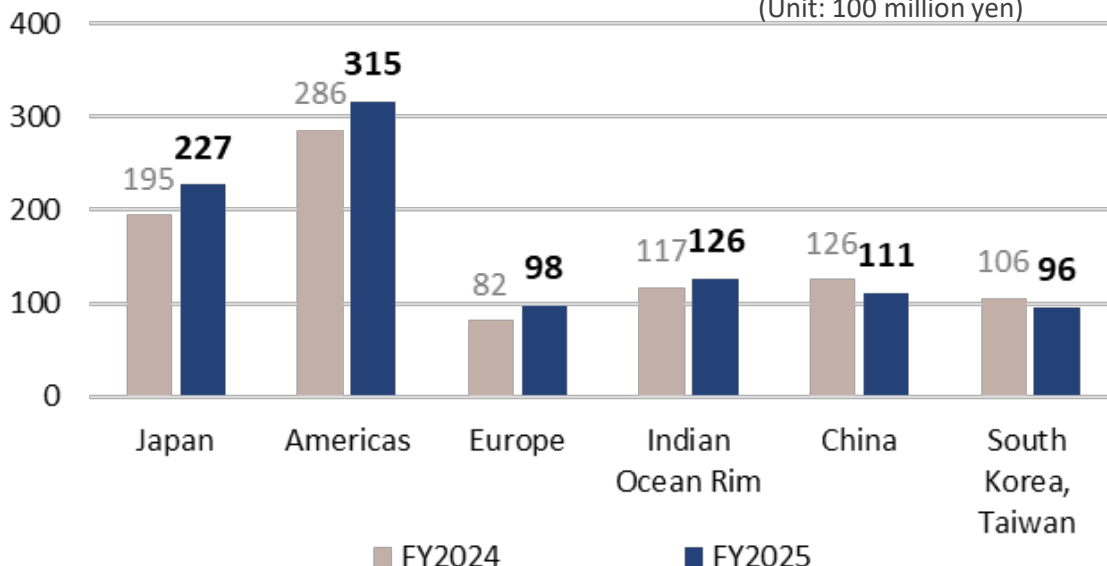
FY2025 Full Year Results – Mobility

*Sales include intersegment sales and transfers. (Yen, millions)

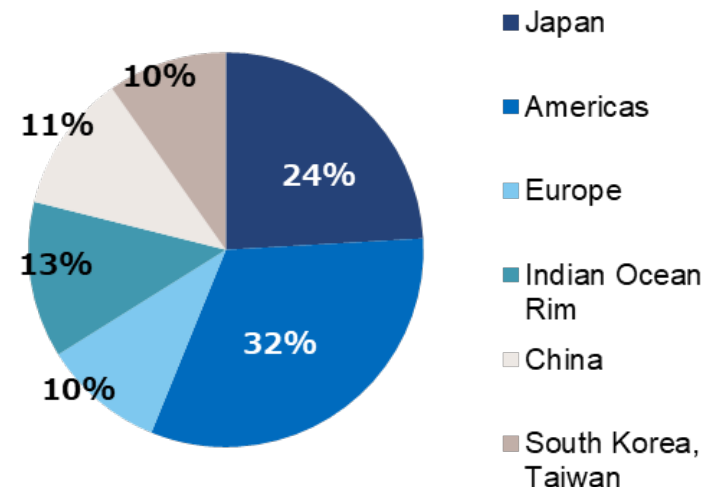
	FY2024	FY2025				Forecast	
	ACT	ACT	YOY	FX impact	YOY (Excl. FX impact)	% of Forecast	(October 31)
Sales	91,193	97,403	+ 6,209 + 6.8%	(197)	+ 6,406	105.9%	92,000
Operating income	8,287	10,036	+ 1,749 + 21.1%	+ 45	+ 1,704	111.5%	9,000
%	9.1%	10.3%	+ 1.2pt	—	—	+ 0.5pt	9.8%

Sales By Region

(Unit: 100 million yen)



Regional Sales Ratio



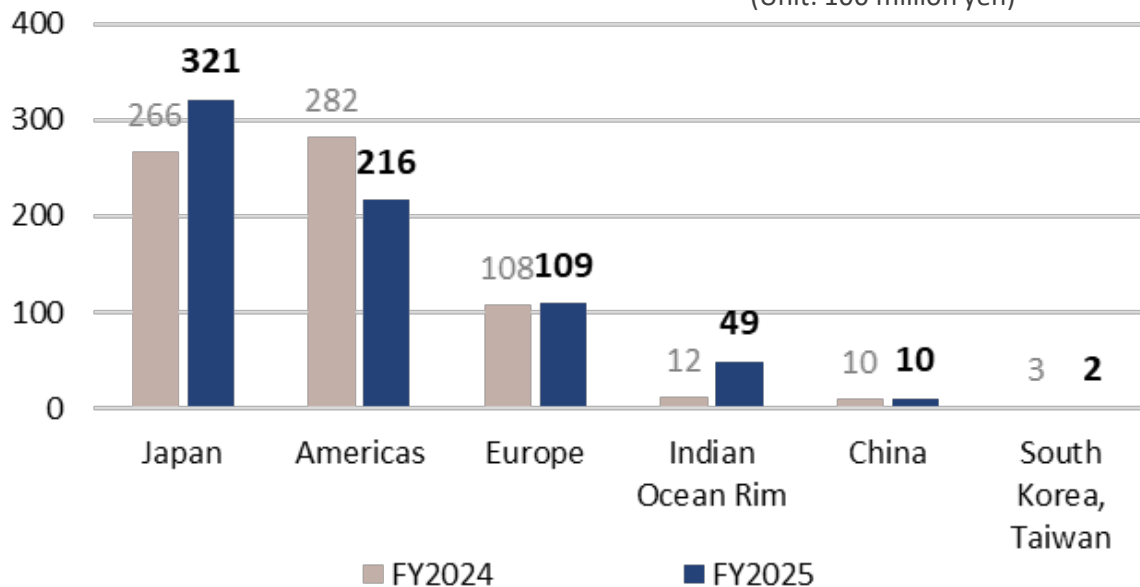
FY2025 Full Year Results – Materials Handling

*Sales include intersegment sales and transfers. (Yen, millions)

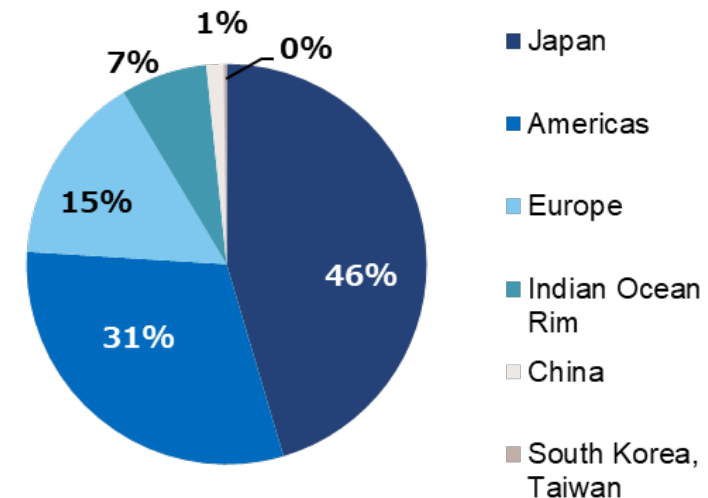
	FY2024	FY2025				Forecast	
	ACT	ACT	YOY	FX impact	YOY (Excl. FX impact)	% of Forecast	(October 31)
Sales	68,313	70,770	+ 2,456 + 3.6%	+ 63	+ 2,393	105.6%	67,000
Operating income	1,247	963	(284) - 22.8%	+ 11	(295)	120.4%	800
%	1.8%	1.4%	- 0.4pt	—	—	+ 0.2pt	1.2%

Sales By Region

(Unit: 100 million yen)



Regional Sales Ratio



FY2026 Full Year Earnings Forecast

Sales are expected to increase by 18.3% year on year, and operating income by 18.2%.

While potential cost increases due to geopolitical factors, including the situation in the Middle East, are conservatively factored in, the operating margin is expected to remain at a level comparable to the previous fiscal year.

(Yen, millions)

	FY2024 ACT	FY2025			YoY
		1H FCT	2H FCT	Full Year FCT	
Net sales	295,878	170,000	180,000	350,000	+ 18.3%
Operating income	21,578	10,700	14,800	25,500	+ 18.2%
%	7.3%	6.3%	8.2%	7.3%	—
Ordinary income	24,804	12,000	14,000	26,000	+ 4.8%
Net income	29,708	10,000	12,000	22,000	-25.9%
Exchange rates (USD)	150.67			148.00	
(EUR)	174.64			180.00	
(RMB)	20.81			21.00	

Following the consolidation of Daido Kogyo Co., Ltd. as a consolidated subsidiary effective January 1, 2026, sales are expected to increase across all businesses, with operating income also expected to increase in all segments except "Other."

(Yen, millions)

	Sales *1					Operating Income				
	FY2025	FY2026 FCT			Inc / Dec	FY2025	FY2026 FCT			Inc / Dec
	Actual	1H	2H	Full year	YOY	Actual	1H	2H	Full year	YOY
Power Transmission *2	126,336	69,000	72,500	141,500	+ 12.0%	16,349	7,600	9,700	17,300	+ 5.8%
Mobility	97,403	63,000	65,000	128,000	+ 31.4%	10,036	5,800	6,000	11,800	+ 17.6%
Materials Handling	70,770	34,000	38,000	72,000	+ 1.7%	963	0	1,500	1,500	+ 55.7%
Other *3	5,041	6,500	6,500	13,000	+ 157.9%	(1,180)	(1,300)	(1,100)	(2,400)	—
Adjust	(3,672)	(2,500)	(2,000)	(4,500)	—	(4,589)	(1,400)	(1,300)	(2,700)	—
All	295,878	170,000	180,000	350,000	+ 18.3%	21,578	10,700	14,800	25,500	+ 18.2%

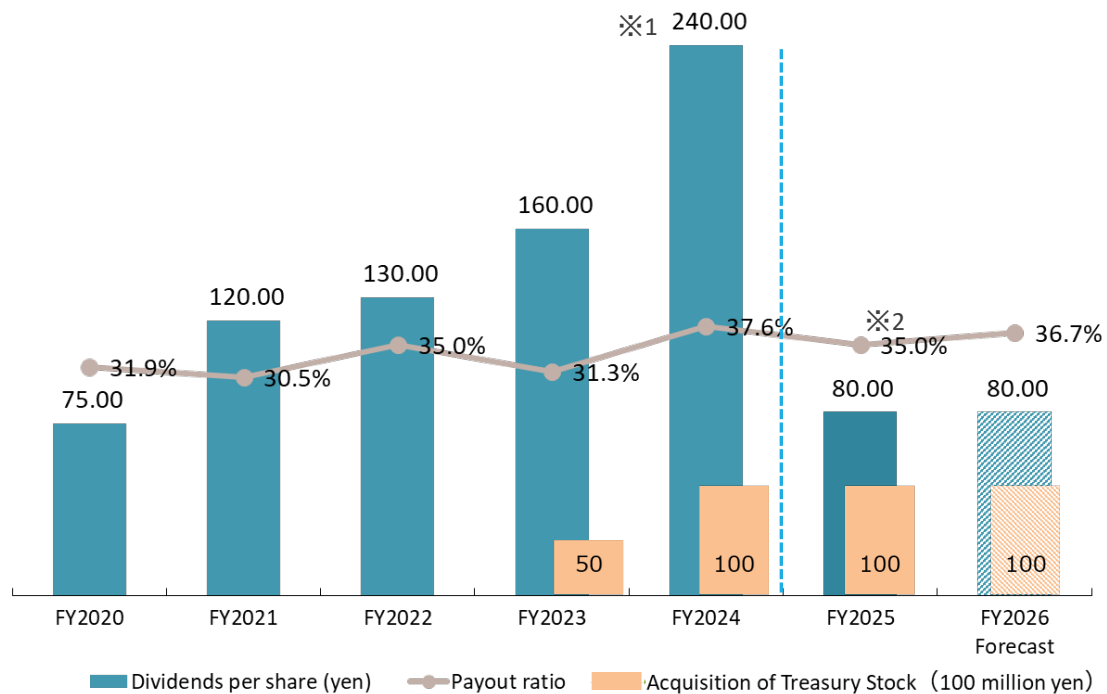
1 Net sales include intersegment sales and transfers.

2 With respect to sales and operating income of the Power Transmission business for FY2025, as the figures are currently under calculation, the Chain business and the Motion Control business are presented on a combined basis in this table.

3 "Other" is not a reportable segment.

5 Shareholder Returns

For FY2025, the Company plans an annual dividend of ¥80 per share and the execution of a share repurchase of ¥100 billion. For FY2026, the Company also plans an annual dividend of ¥80 per share and a share repurchase of ¥100 billion.



1 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.

2 Non-cash gains, including gains from negative goodwill, are excluded from the calculation.

Regarding the New Midterm Management Plan

Phase 2 of “Long-Term Vision 2030” ⇒ Five-year plan starting in FY2026

The TSUBAKI Group aims to contribute to the solution of the following three social issues by leveraging high-performance, highly automated technologies.

(1) Creating a people-friendly society, (2) building a safe and secure infrastructure for living, and (3) creating an Earth-friendly society

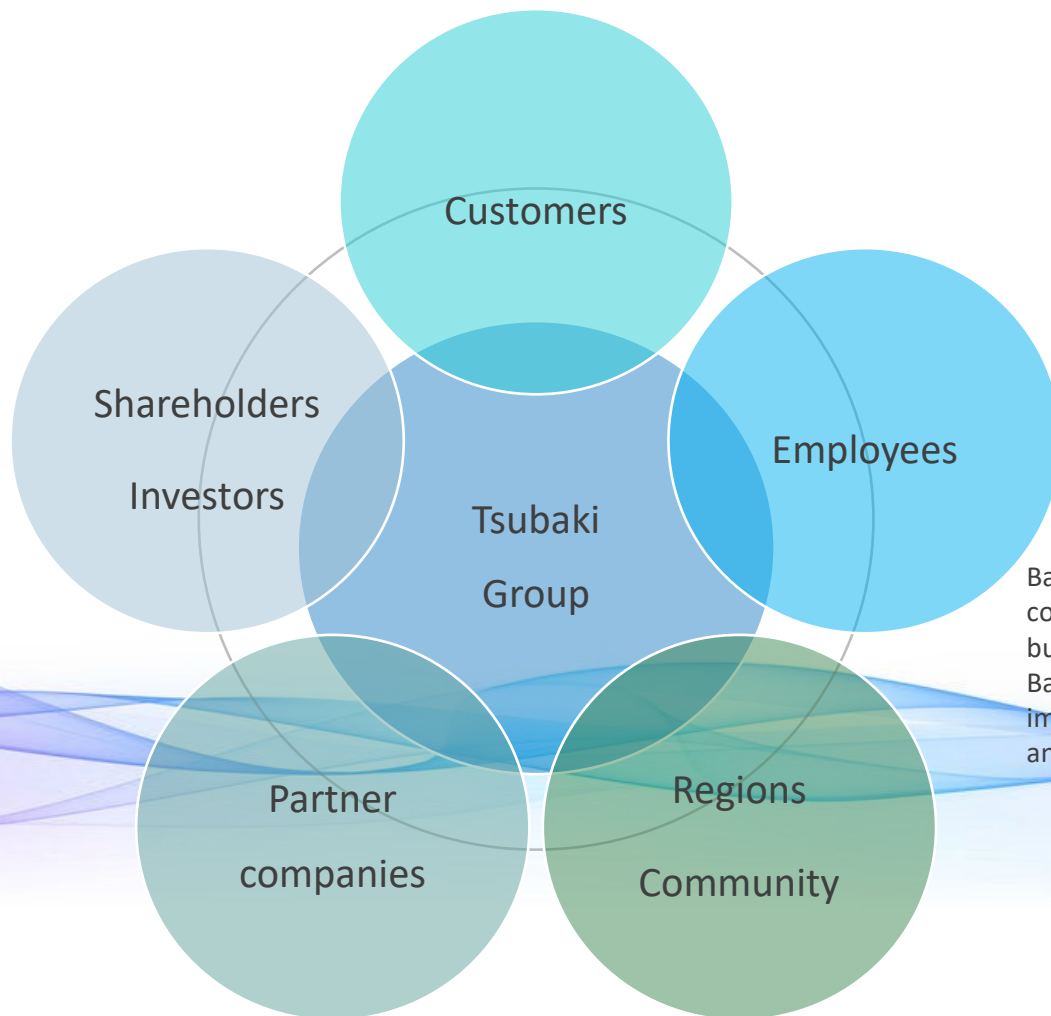


Basic Policy

- (1) **“Quantity to Quality”**: Strengthen profitability to build a **“robust business foundation.”**
- (2) Accelerate commercialization through **strategic focus and prioritization** for **sustainable growth**.
- (3) Create **“future core businesses”** beyond existing boundaries.
- (4) Drive **new business** creation by strengthening **“Technology × Marketing.”**
- (5) Strengthen global Group headquarters functions and **deepen ESG management**

The “Midterm Management Plan 2030” has commenced.

Details, including a review of the “Midterm Management Plan 2025,” are scheduled to be explained at the briefing session to be held on May 29.



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	71,363	82,520	300,606
Backlog	74,498	74,053	72,938	67,500	67,500	72,346	78,561	77,488	74,223	74,223
Net Sales	66,455	69,904	70,250	72,582	279,193	65,317	70,317	73,766	86,477	295,878
Operating income	4,089	5,370	6,403	6,990	22,854	3,280	5,022	6,431	6,845	21,578
Operating income ratio	6.2%	7.7%	9.1%	9.6%	8.2%	5.0%	7.1%	8.7%	7.9%	7.3%
Ordinary income	6,058	5,166	7,148	6,958	25,332	4,354	5,762	7,651	7,036	24,804
Net income ※2	6,383	3,631	4,938	7,169	22,122	4,496	5,424	5,851	13,936	29,708

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	25,568	26,789	101,598
Backlog	22,571	21,536	23,109	21,316	21,316	22,599	22,730	23,676	24,258	24,258
Sales ※3	24,076	23,195	24,281	24,724	96,277	23,778	25,286	25,735	26,997	101,796
Operating income	3,849	3,397	4,102	4,235	15,585	3,227	3,692	4,590	3,841	15,353
Operating income ratio	16.0%	14.6%	16.9%	17.1%	16.2%	13.6%	14.6%	17.8%	14.2%	15.1%
Motion Control										
Bookings	5,497	5,527	5,732	5,634	22,391	5,696	5,797	6,013	6,511	24,019
Backlog	8,715	8,480	8,282	8,012	8,012	7,838	7,904	7,797	8,191	8,191
Sales ※3	5,495	5,868	5,991	6,032	23,387	5,958	5,921	6,354	6,305	24,539
Operating income	3	142	494	129	770	114	309	271	300	996
Operating income ratio	0.1%	2.4%	8.3%	2.1%	3.3%	1.9%	5.2%	4.3%	4.8%	4.1%
Mobility										
Bookings	21,901	22,356	23,111	23,481	90,850	22,449	22,907	23,530	28,780	97,668
Backlog	1,791	1,345	1,440	1,440	1,440	1,532	1,469	1,701	1,750	1,750
Sales ※3	21,883	22,804	23,020	23,484	91,193	22,360	22,972	23,322	28,747	97,403
Operating income	1,518	2,165	2,211	2,391	8,287	2,096	2,376	2,490	3,073	10,036
Operating income ratio	6.9%	9.5%	9.6%	10.2%	9.1%	9.4%	10.3%	10.7%	10.7%	10.3%
Materials Handling										
Bookings	15,824	19,957	14,080	15,047	64,910	17,279	22,165	15,563	18,101	73,109
Backlog	40,792	41,978	39,584	36,213	36,213	39,866	45,897	43,795	39,371	39,371
Sales ※3	14,961	18,043	16,858	18,450	68,313	13,170	16,439	18,275	22,884	70,770
Operating income	-558	452	254	1,099	1,247	-634	139	395	1,062	963
Operating income ratio	-	2.5%	1.5%	6.0%	1.8%	-	0.8%	2.2%	4.6%	1.4%
Other										
Bookings	575	766	630	619	2,591	593	591	687	2,337	4,210
Backlog	627	711	521	517	517	510	560	517	651	651
Sales ※3	777	924	1,024	820	3,547	806	821	1,008	2,405	5,041
Operating income	-197	-307	-151	-177	-833	-179	-305	-356	-339	-1,180
Operating income ratio	-	-	-	-	-	-	-	-	-	-

< Note >

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

※2 : Profit attributable to owners of parent

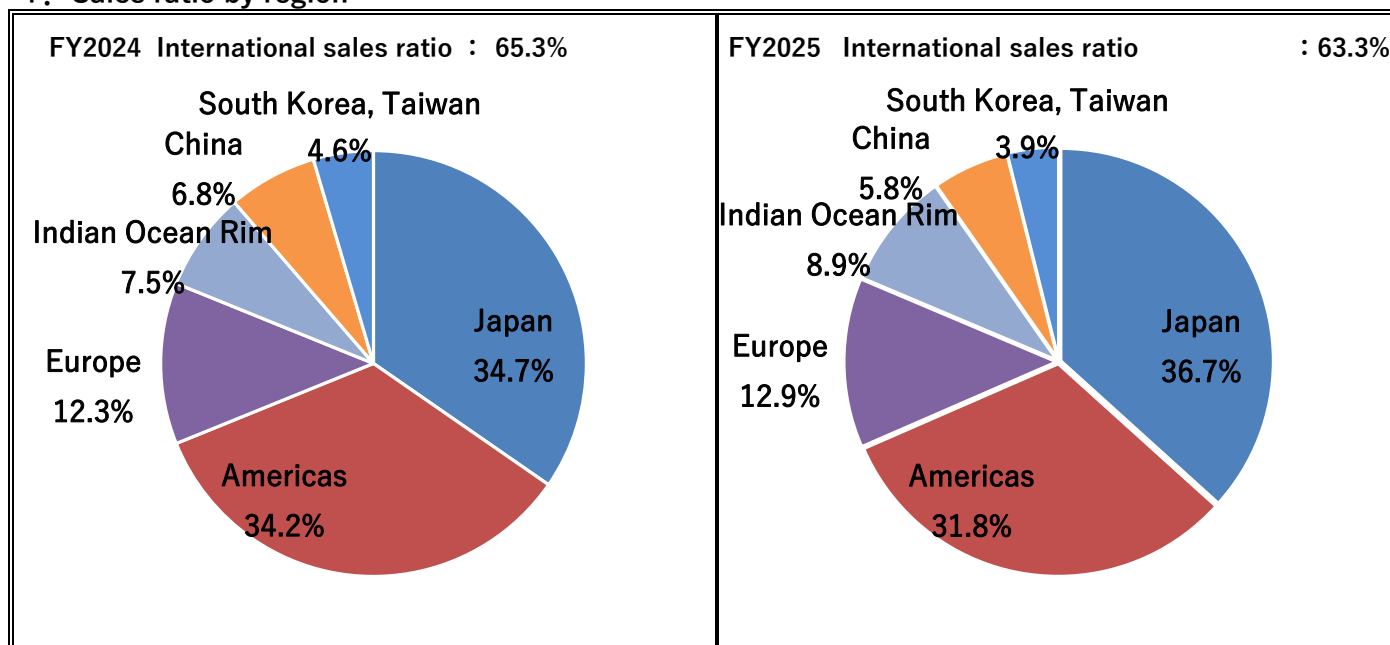
※3 : Sales figures include internal sales and transfers between segments.

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	36,252		144,609
Operating income	-259	1,412	2,300	1,871	5,326	-213	2,087	1,861	1,891	5,627
Operating income ratio	-	4.5%	7.0%	5.5%	4.2%	-	5.9%	5.1%	4.4%	3.9%
Americas										
Sales ^{※3}	24,944	23,988	23,710	23,942	96,585	21,933	21,984	23,293	26,404	93,616
Operating income	2,480	1,854	1,946	3,101	9,382	2,076	1,506	2,657	2,832	9,074
Operating income ratio	9.9%	7.7%	8.2%	13.0%	9.7%	9.5%	6.9%	11.4%	10.7%	9.7%
Europe										
Sales ^{※3}	9,009	8,720	8,788	9,390	35,909	9,090	9,513	10,447	10,778	39,830
Operating income	611	530	671	814	2,626	369	376	709	642	2,097
Operating income ratio	6.8%	6.1%	7.6%	8.7%	7.3%	4.1%	4.0%	6.8%	6.0%	5.3%
Indian Ocean Rim										
Sales ^{※3}	4,950	5,567	5,285	5,349	21,153	5,688	6,158	6,455	7,647	25,950
Operating income	629	752	595	498	2,475	653	639	786	463	2,543
Operating income ratio	12.7%	13.5%	11.3%	9.3%	11.7%	11.5%	10.4%	12.2%	6.1%	9.8%
China										
Sales ^{※3}	4,512	5,141	5,486	6,156	21,296	4,734	4,524	4,801	5,848	19,909
Operating income	-107	42	99	66	101	-77	-67	-34	33	-145
Operating income ratio	-	0.8%	1.8%	1.1%	0.5%	-	-	-	0.6%	-
South Korea, Taiwan										
Sales ^{※3}	3,354	3,524	3,210	3,004	13,093	2,932	3,216	3,318	2,939	12,406
Operating income	93	152	151	60	457	54	70	112	123	360
Operating income ratio	2.8%	4.3%	4.7%	2.0%	3.5%	1.8%	2.2%	3.4%	4.2%	2.9%

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 -Q4	152.62	151.69	163.87	164.04	109.78	99.60	4.302	4.69	21.03	0.11	8.32
FY2025 -Q4	150.67	149.61	174.64	169.19	109.02	99.68	4.558	4.88	20.81	0.11	7.81

< Note >

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

※4 : From April 1 through March 31 of the following year, ※5 : From January 1 through December 31