

FY2025 Settlement of Accounts

— Agenda —

Contents	Presenters
<ul style="list-style-type: none">• FY2025 Full Year Financial Results• Topics	Takatoshi Kimura President and COO Representative Director
<ul style="list-style-type: none">• Q&A	President, Executive Officers

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
	ACT	ACT	YOY	% of Forecast	(October 31)
Net sales	279,193	295,878	+ 16,685 + 6.0%	104.2%	284,000
Operating income	22,854	21,578	(1,275) - 5.6%	107.9%	20,000
%	8.2%	7.3%	- 1.0pt	—	7.0%
Ordinary income	25,332	24,804	(527) - 2.1%	112.7%	22,000
Net income	22,122	29,708	+ 7,586 + 34.3%	156.4%	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%

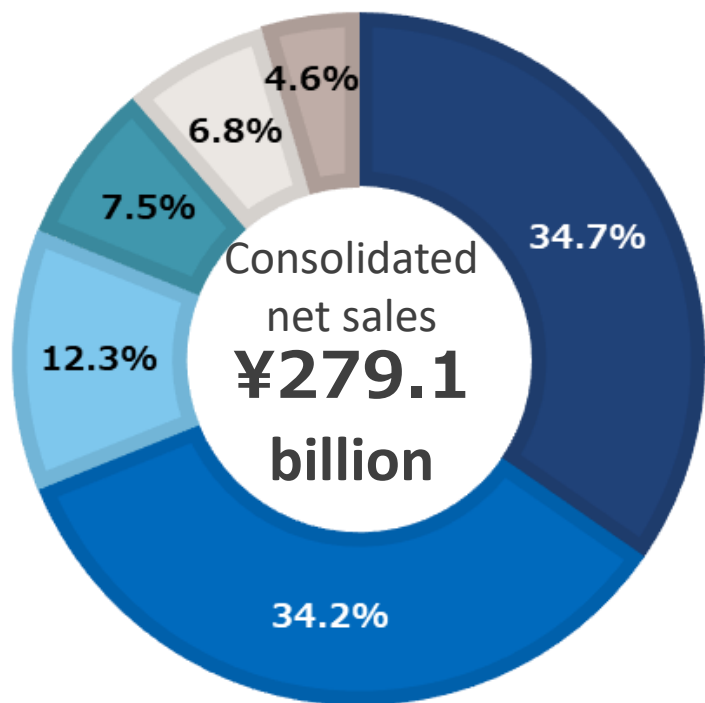
1 Net sales include intersegment sales and transfers.

2 "Other" is not a reportable segment.

FY2025 Financial Results: Net Sales Breakdown by Region

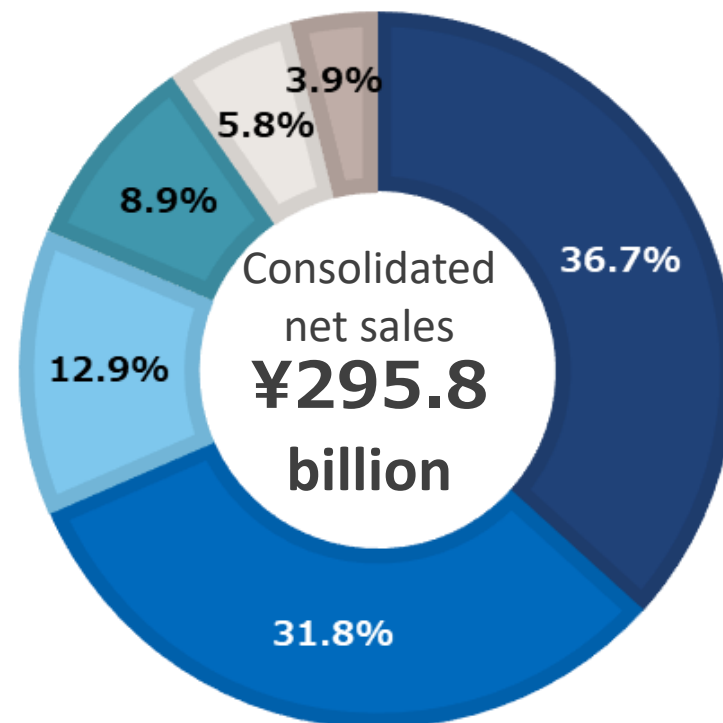
FY2024

Overseas sales ratio: 65.3%



FY2025

Overseas sales ratio: 63.3%

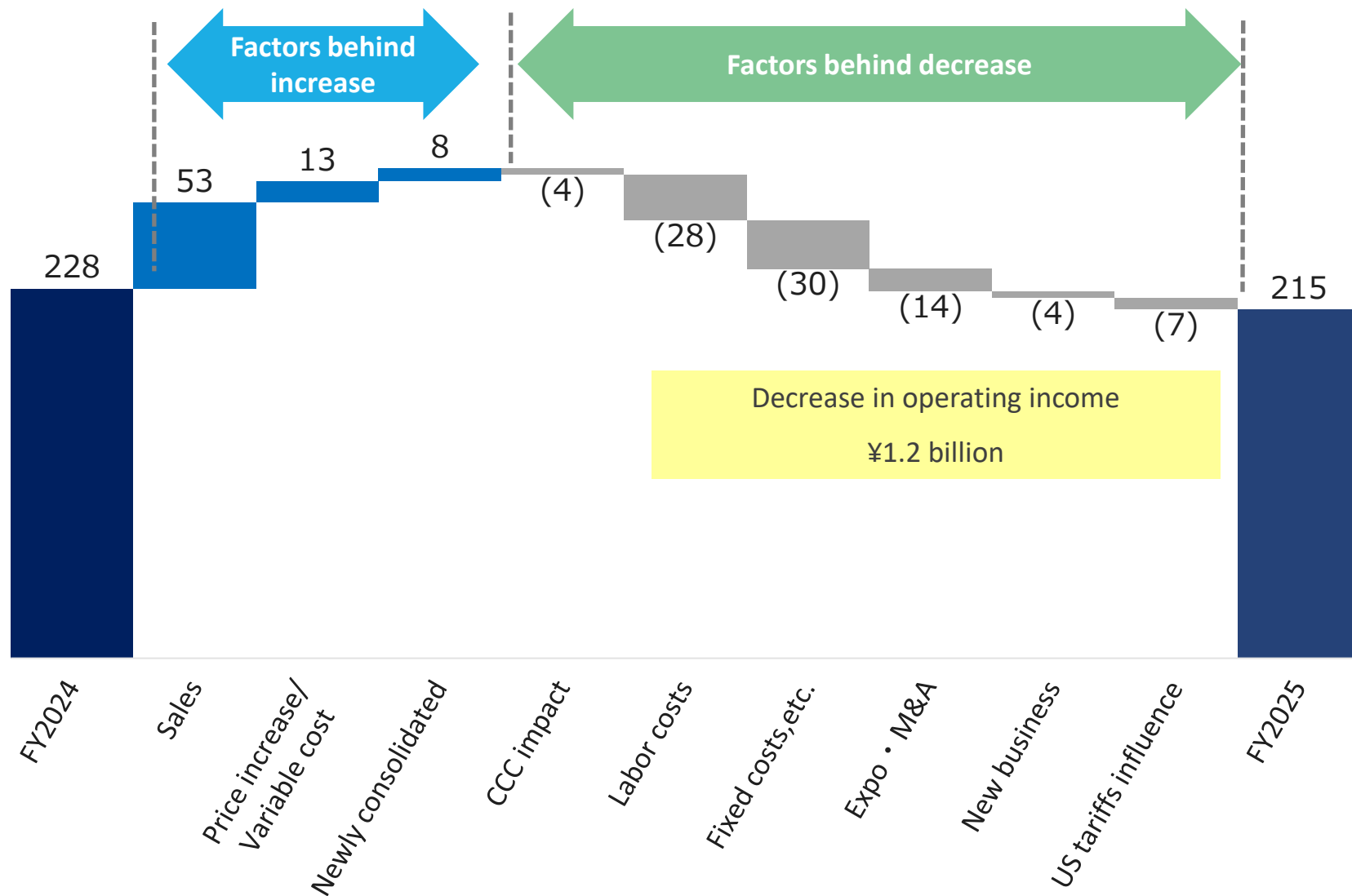


■ Japan ■ Americas ■ Europe ■ Indian Ocean Rim ■ China ■ South Korea, Taiwan

FY2025 Financial Results: Analysis of Inc/Dec in Consolidated Operating Income

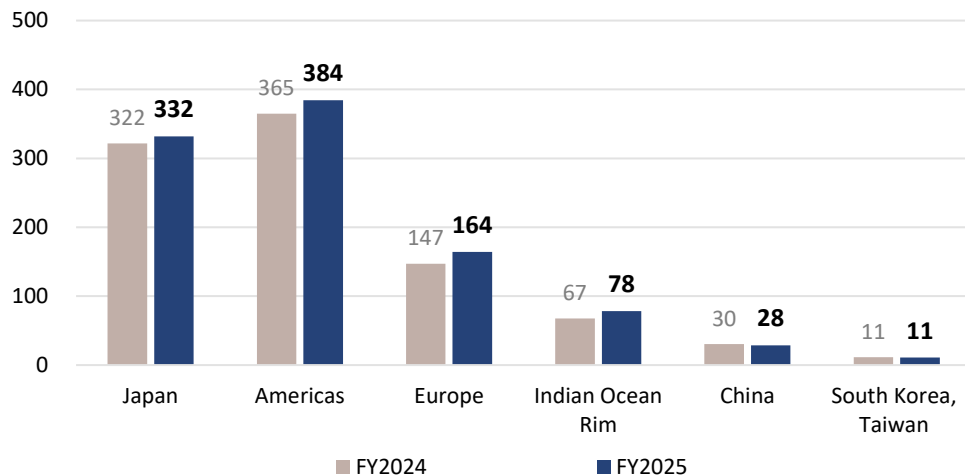
FY2025 results vs FY2024 results

(Unit: 100M yen)



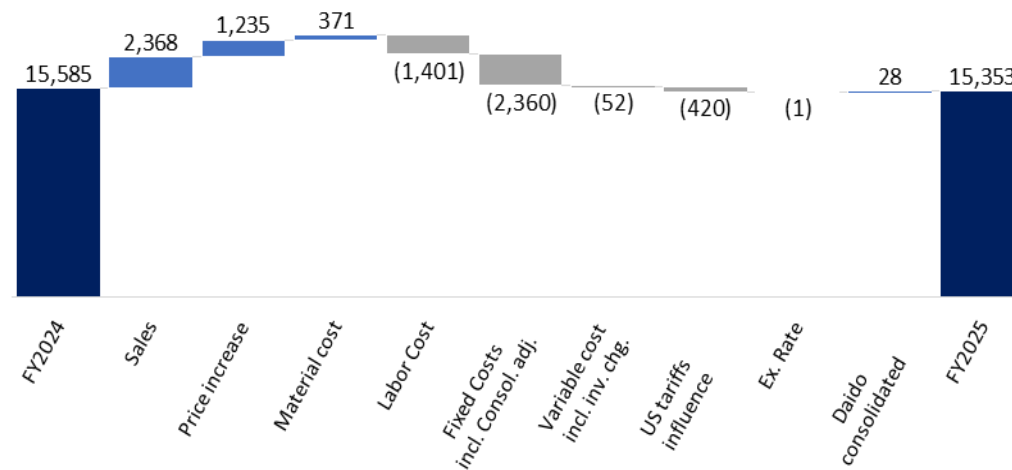
(100M yen)

Sales by Region



Operating Income Factors

(Millions of yen)



Compared to previous year

Net sales

+5,519 million yen
(+5.7%)

Sales increased, driven by strong performance in the Americas, consolidation of Daido Kogyo, and a European acquisition.

Segment income

(232) million yen
(-1.5%)

Segment income decreased due to lower sales in Germany and China.

Compared to earnings forecast

Net sales

+1,296 million yen
(+1.3%)

Sales increased, driven by Daido Kogyo consolidation and the Americas.

Segment income

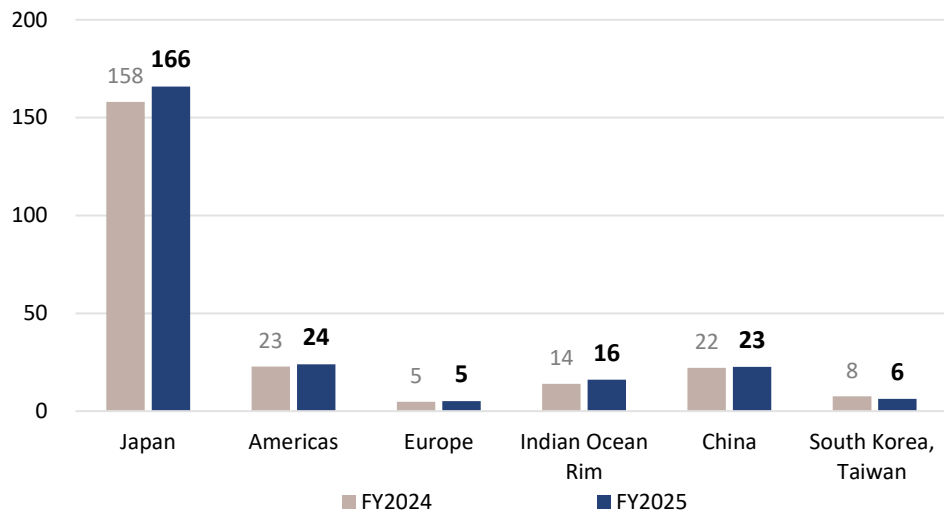
+353 million yen
(+2.4%)

Segment income increased on higher sales.

Segment Overview - Motion Control

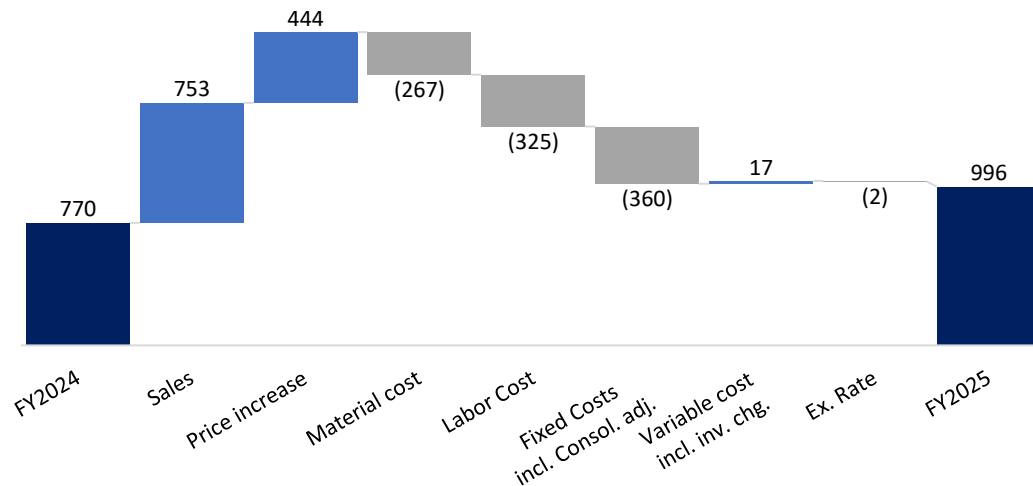
(100M yen)

Sales by Region



Operating Income Factors

(Millions of yen)



Compared to previous year

Net sales

+1,152 million yen
(+4.9%)

Sales increased, driven by recovery in Japan and sustained strong performance at ATR (manufacturing and sales of couplings) in North America.

Segment income

+226 million yen
(+29.4%)

Segment income increased, driven by higher sales, including price effects.

Compared to earnings forecast

Net sales

(460) million yen
(-1.8%)

Sales decreased due to weaker-than-expected recovery in Japan.

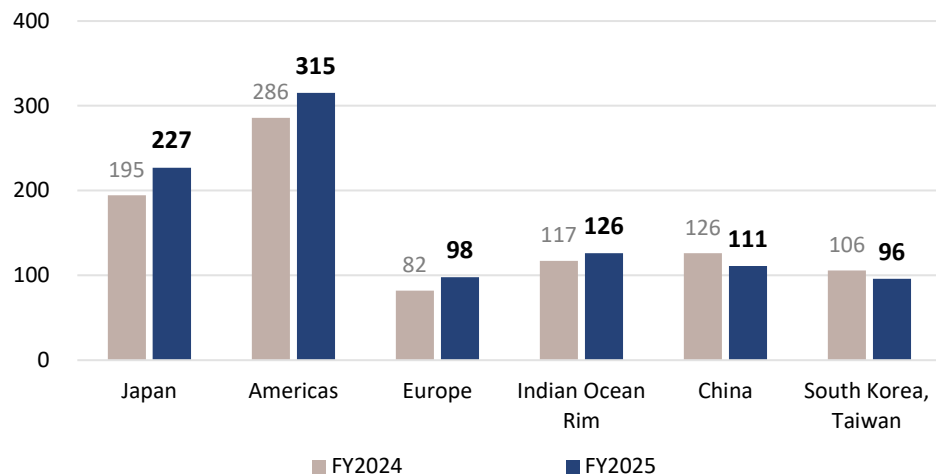
Segment income

(203) million yen
(-17.0%)

Segment income decreased due to lower sales in Japan.

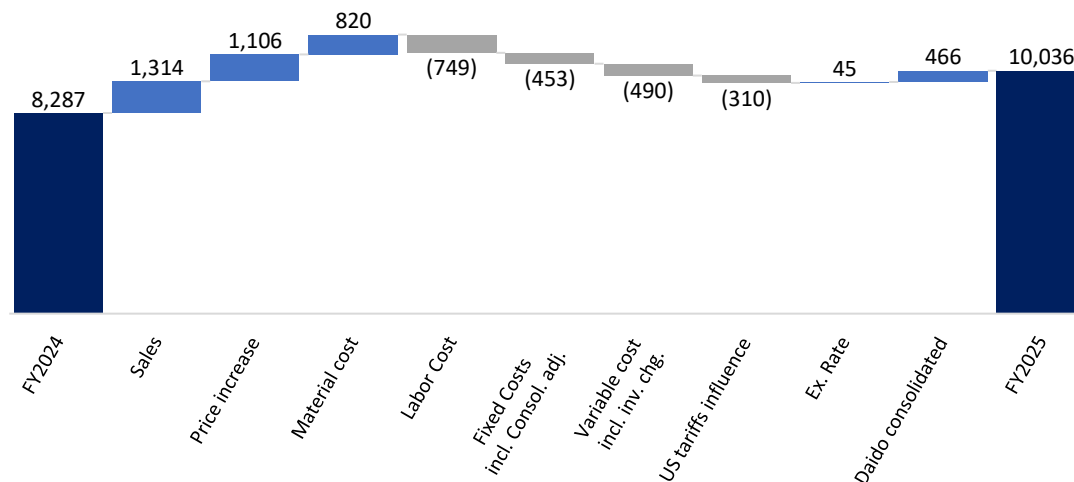
(100M yen)

Sales by Region



Operating Income Factors

(Millions of yen)



Compared to previous year

Net sales

+6,209 million yen
(+6.8%)

Sales increased, driven by the consolidation of Daido Kogyo as a subsidiary and robust sales performance in the Americas, Japan, and Europe.

Segment income

+1,749 million yen
(+21.1%)

Segment income increased, mainly attributable to the positive impact of higher revenue in Japan.

Compared to earnings forecast

Net sales

+5,403 million yen
(+5.9%)

Net sales increased, driven by the consolidation of Daido Kogyo as a subsidiary and robust sales performance in the Americas and Japan.

Segment income

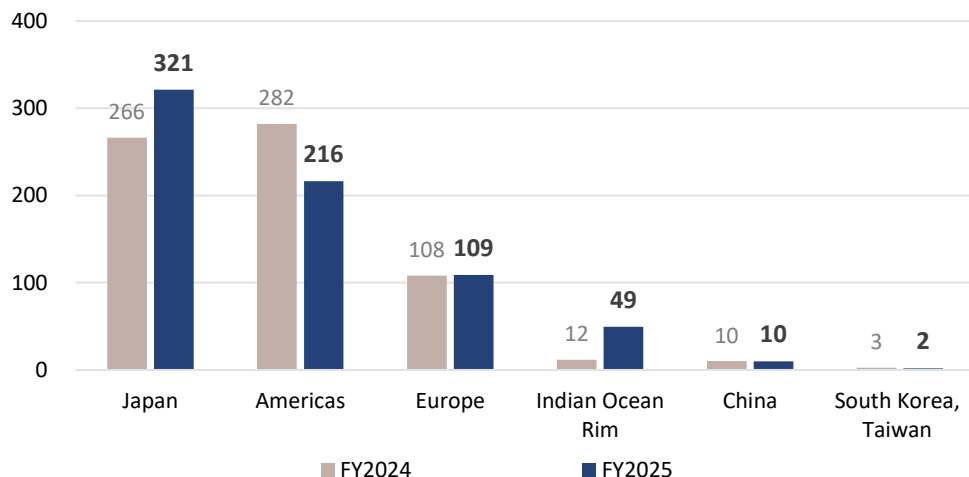
+1,036 million yen
(+11.5%)

Segment income increased, driven by revenue growth.

Segment Overview – Materials Handling

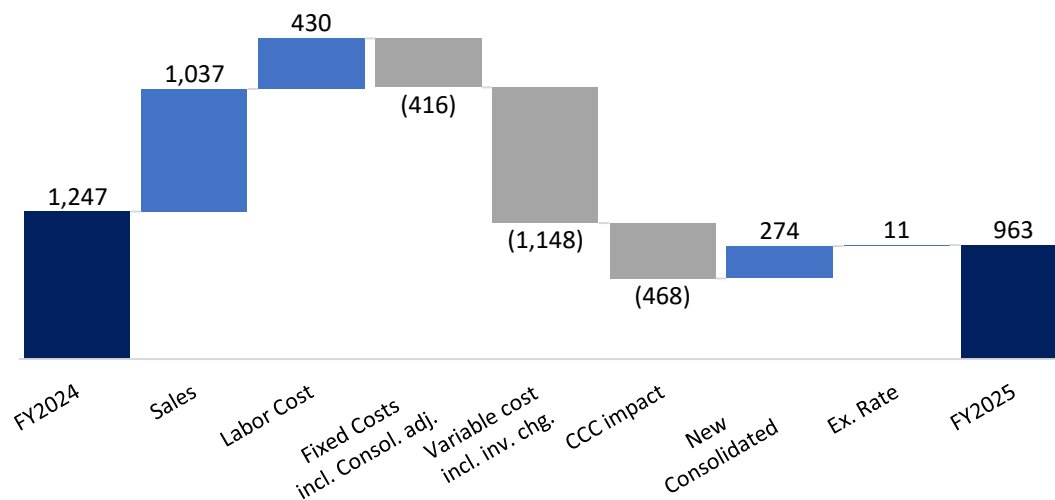
(100M yen)

Sales by Region



Operating Income Factors

(Millions of yen)



Compared to previous year

Net sales

+2,456 million yen
(+3.6%)

Sales increased, driven by higher sales of systems for the logistics and construction machinery sectors in Japan, along with contributions from newly consolidated subsidiaries.

Segment income

(284) million yen
(-22.8)

Profit decreased, reflecting weaker sales of systems for automotive manufacturing lines in the U.S.

Compared to earnings forecast

Net sales

+3,770 million yen
(+5.6%)

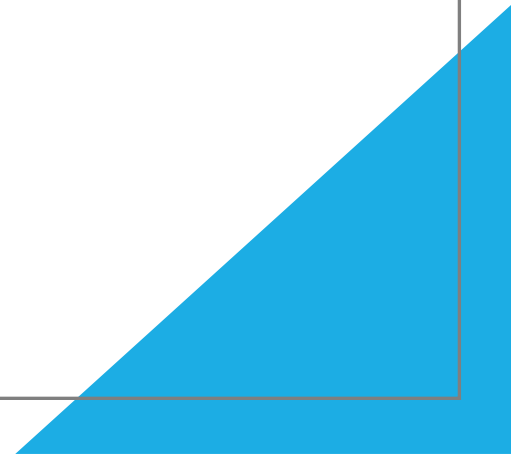
Sales increased, driven by project accumulation in Japan and the consolidation of Daido Kogyo as a subsidiary.

Segment income

+163 million yen
(+20.4%)

Segment income increased, driven by revenue growth in Japan.

FY2026 Full Year Forecast



6 FY2026 Full Year 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	

4 FY2026 Full Year Forecast

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.

Power Transmission Operations Forecast

※1 Sales figures include internal sales and transfers between segments.

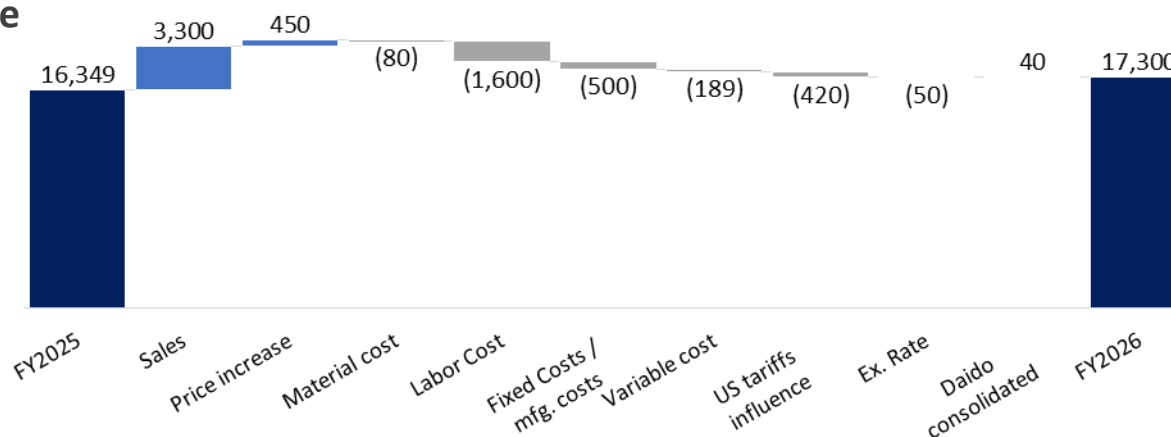
(Yen, millions)

	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%

※2 As the integrated figures for FY2025 are currently being calculated, the figures shown are the combined totals of the former Chain Business and Motion Control Business.

Causes of change in operating income

(Millions of yen)



✓ Net sales

Projected to increase, driven by solid demand in Japan and the Americas and the full consolidation of Daido Kogyo.

✓ Operating income

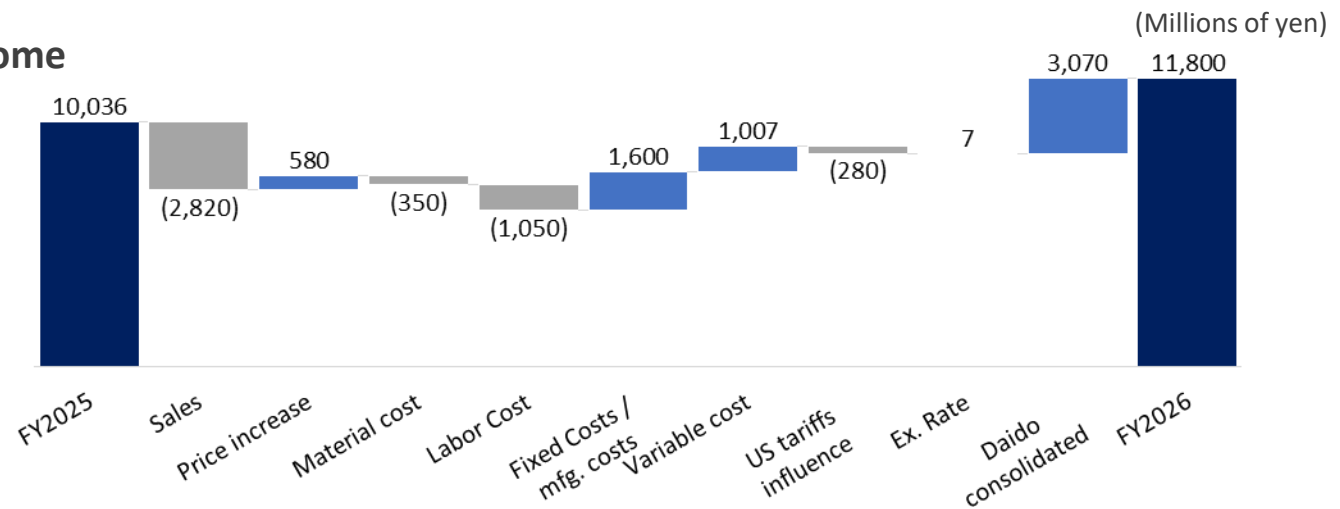
Projected to increase, driven by revenue growth and the optimization of indirect costs following the integration of the Chain Business and Motion Control Business.

※1 Sales figures include internal sales and transfers between segments.

(Yen, millions)

	Sales *1					Operating Income				
	FY2025	FY2026 FCT			Inc / Dec YOY	FY2025	FY2026 FCT			Inc / Dec YOY
	Actual	1H	2H	Full year		Actual	1H	2H	Full year	
Mobility	97,403	63,000	65,000	128,000	+ 31.4%	10,036	5,800	6,000	11,800	+ 17.6%

Causes of change in operating income



✓ Net sales

Projected to increase, notwithstanding uncertainties related to the situation in the Middle East, driven by the full consolidation of Daido Kogyo.

✓ Operating income

Projected to increase, supported by revenue growth, despite an expected increase in certain costs due to the situation in the Middle East and other factors.

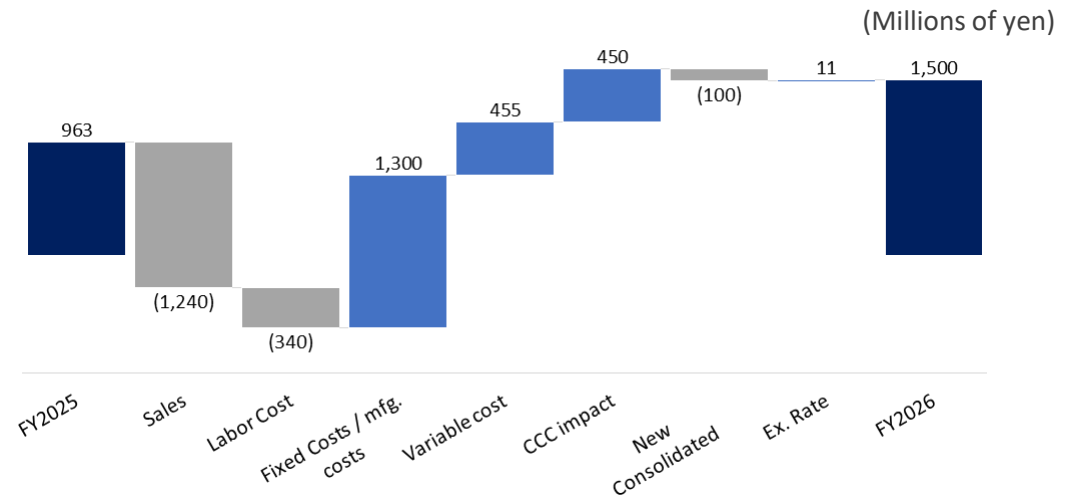
Materials Handling Operations Forecast

※1 Sales figures include internal sales and transfers between segments.

(Yen, millions)

	Sales *1					Operating Income				
	FY2025	FY2026 FCT			Inc / Dec YOY	FY2025	FY2026 FCT			Inc / Dec YOY
	Actual	1H	2H	Full year		Actual	1H	2H	Full year	
Materials Handling	70,770	34,000	38,000	72,000	+ 1.7%	963	0	1,500	1,500	+ 55.7%

Causes of change in operating income



✓ Net sales

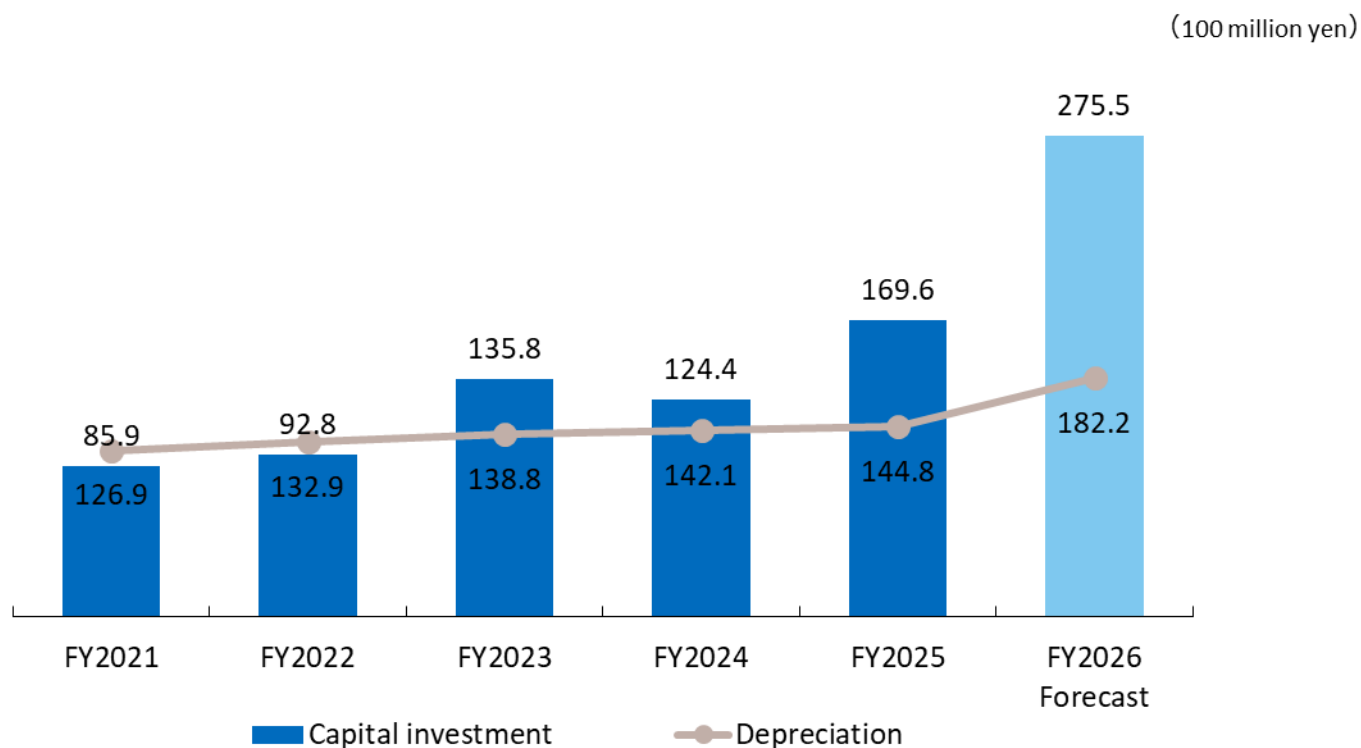
Projected to increase, driven by sustained strong sales of powder and bulk material handling systems in India and the full consolidation effect of Daido Kogyo.

✓ Operating income

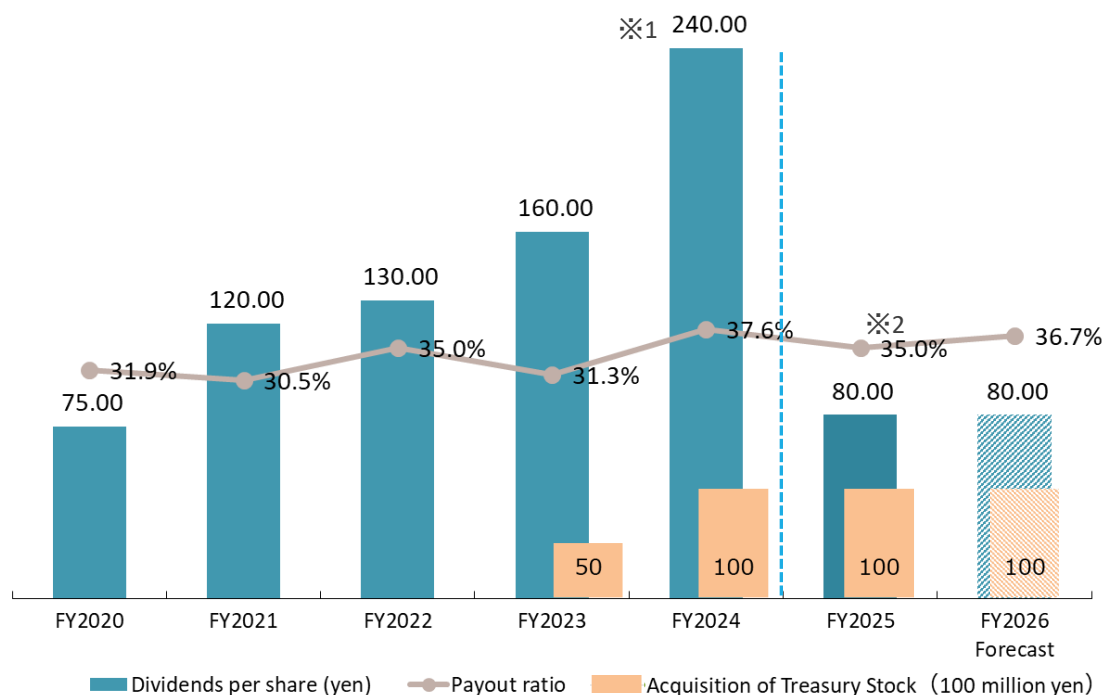
Projected to increase, driven by revenue growth and improved profitability in the U.S. business (including lower amortization expenses).

✓ Capital investment to strengthen growth potential

- Investment in factory expansion to enhance production capacity
- Investment in automation and efficiency improvements of production operations



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.

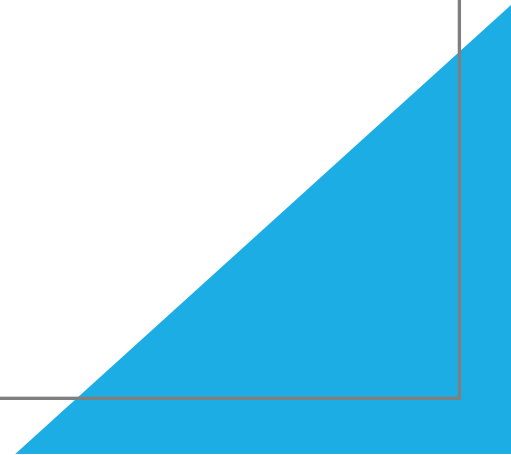


1 A three-for-one stock split of shares of common stock was implemented with an effective date of October 1, 2024.

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.

Business Integration with Daido Kogyo Co., Ltd.



Business Integration with Daido Kogyo

➤ **Purpose : Maximize corporate value and achieve a growth rate and profitability that would be difficult to realize independently.**

◆ **Mobility Operations** : Reorganize Tsubaki and Daido's motorcycle/automotive business and utilize resources at overseas locations
⇒ Expand market share and sales, and maximize profits for both companies in the mobility sector.

<Transformation challenges>

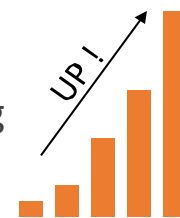
Accelerate growth

- Utilize existing resources of both companies
- Minimize investment
- Internalize production through plastic forming
- Expand sales by utilizing DID's sales channels for motorcycles



Improve profitability

- Establish a cost management system
- Mutually complement manufacturing capabilities
- Reduce costs through VA/VE
- Expand sales in the two-wheel aftermarket



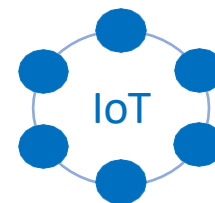
Reorganize GOP and BCP

- **Clarify business segmentation between two-wheel and four-wheel operations**
- **Use overseas production bases effectively**
- Expand global profit
- Conduct joint purchasing activities



Improve manufacturing reform and workplace environment

- Automate and smarten operations
- Revitalize reform activities
- Safety, quality, environment
- Address diverse workforce needs



Business Integration with Daido Kogyo

- ◆ Power Transmission Operations : Strengthen global competitiveness through integration of overlapping areas
 - ⇒ • Integrate products and core technologies in overlapping and similar areas
 - Optimize production bases globally
 - Expand sales of highly competitive, proprietary products (DID-brand sealed chains, etc.)
 - Cross-sell through mutual sales channels



Business Integration with Daido Kogyo

- ◆ New Business : Accelerate commercialization through collaboration and integration
 - ⇒ Contribute to solving social issues by combining the strengths of both companies in areas such as welfare, services, and new mobility

① Stairlift × Chainwaiter (CW*)



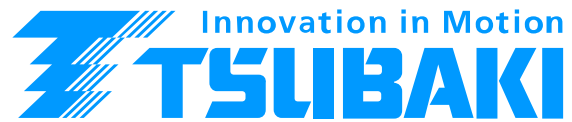
*CW : Wheelchair step lift

☆ Expand CW sales by utilizing DID's sales network

② UNI-ONE × Bed transfer assist device



☆ Develop products utilizing DID's manufacturing supply chain.



This reference document describes our business plans and our earnings outlook. The content of this document is based on current information available to our company and on certain assumptions determined as reasonable. It is not intended to represent a performance commitment.

Note that actual results may differ from the earnings outlook described herein, as the results are dependent upon a variety of variables.