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Supplementary Materials for the Fiscal Year Ended March 31, 2025

TSUBAKIMOTO KOGYO CO., LTD.

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Summary Consolidated Balance Sheet

As of Mar. 31, 2025 (Millions of Yen)			Change from Mar. 31, 2024				Change from Mar. 31, 2024			
Current assets			81,082	+4,802	Current liabilities			52,016	+1,936	
	Cash and deposits	28,953	+2,097			Trade payables	41,807	-835		
	Trade receivables	45,164	+2,045			Advances received	7,399	+2,067		
	Inventories	3,488	-132							
	Other	3,476	+794			Other	2,808	+704		
Non-current assets			19,590	+1,113	Non-current liabilities			4,639	+340	
	Property, plant and equipment	2,454	+170			Long-term borrowings	0	0		
	Intangible assets	429	+7			Retirement benefit liability	1,842	-17		
	Investments and other assets	16,706	+935			Deferred tax liabilities	2,139	+337		
	(Investment securities)	15,459	+825			Other	655	+20		
						Net assets			44,017	+3,639
						Shareholders' equity	36,134	+2,694		
						Accumulated other comprehensive income	7,602	+907		
						Non-controlling interests	280	+37		
Total assets			100,672	+5,915	Total liabilities and net assets			100,672	+5,915	

Summary Consolidated Statement of Cash Flows

(Millions of Yen)		As of Mar. 31, 2025			As of Mar. 31, 2025
Cash flows from operating activities		+3,592	Cash flows from financing activities		-2,051
	Profit before income taxes	+6,884		Dividends paid	-1,175
	Working capital	-1,392		Purchase and disposal of treasury shares	-834
	Income taxes paid	-1,575		Other	-42
			Effect of exchange rate change on cash and cash equivalents		+94
	Other	-325			
Cash flows from investing activities		+461			As of Mar. 31, 2025
	Purchase and sale of non-current assets	-382	Cash and cash equivalents		
	Proceeds from sale of investment securities	+957		Cash and cash equivalents at beginning of period	+26,855
	Other	-114		Net increase (decrease) in cash and cash equivalents	+2,097
Free cash flow		+4,053		Cash and cash equivalents at end of period	+28,953

Summary Consolidated Statement of Income (Three-month comparison)

FY2025

	1 Q	2 Q	3 Q	4 Q
Net sales	24,519	32,081	31,912	35,811
Cost of sales	20,747	27,010	27,140	30,319
Gross profit	3,772	5,071	4,771	5,493
Selling, general and administrative expenses	3,046	3,230	3,171	3,639
Operating profit	725	1,841	1,601	1,854
Non-operating income	227	50	252	27
Non-operating expenses	19	29	5	11
Ordinary profit	932	1,863	1,848	1,870
Extraordinary income	0	108	109	412
Extraordinary losses	104	5	8	141
Profit before income taxes	828	1,966	1,949	2,141
Total income taxes	252	653	630	645
Profit (loss) attributable to non-controlling interests	7	(7)	(10)	22
Profit attributable to owners of parent	568	1,320	1,329	1,474

(Millions of Yen)

Total
124,323
105,216
19,107
13,086
6,021
556
64
6,513
629
258
6,884
2,180
12
4,691

FY2024

	1 Q	2 Q	3 Q	4 Q
Net sales	26,103	29,790	27,246	30,364
Cost of sales	22,022	25,255	23,006	25,724
Gross profit	4,080	4,535	4,241	4,639
Selling, general and administrative expenses	2,803	3,176	2,988	3,295
Operating profit	1,277	1,359	1,253	1,344
Non-operating income	196	35	165	21
Non-operating expenses	20	7	35	11
Ordinary profit	1,453	1,388	1,382	1,354
Extraordinary income	0	0	33	282
Extraordinary losses	0	0	0	131
Profit before income taxes	1,453	1,388	1,415	1,505
Total income taxes	446	473	447	383
Profit (loss) attributable to non-controlling interests	(4)	(1)	5	11
Profit attributable to owners of parent	1,011	916	963	1,110

(Millions of Yen)

Total
113,503
96,007
17,495
12,262
5,233
417
73
5,577
315
131
5,761
1,749
11
4,000

Change

	1 Q	2 Q	3 Q	4 Q
Net sales	(1,584)	2,291	4,666	5,447
Cost of sales	(1,275)	1,755	4,134	4,595
Gross profit	(308)	536	530	854
Selling, general and administrative expenses	243	54	183	344
Operating profit	(552)	482	348	510
Non-operating income	31	15	87	6
Non-operating expenses	(1)	22	(30)	0
Ordinary profit	(521)	475	466	516
Extraordinary income	0	108	76	130
Extraordinary losses	104	5	8	10
Profit before income taxes	(625)	578	534	636
Total income taxes	(194)	180	183	262
Profit (loss) attributable to non-controlling interests	11	(6)	(15)	11
Profit attributable to owners of parent	(443)	404	366	364

(Millions of Yen)

Total
10,820
9,209
1,612
824
788
139
(9)
936
314
127
1,123
431
1
691

Rate of change

	1 Q	2 Q	3 Q	4 Q
Net sales	93.9	107.7	117.1	117.9
Cost of sales	94.2	106.9	118.0	117.9
Gross profit	92.5	111.8	112.5	118.4
Selling, general and administrative expenses	108.7	101.7	106.1	110.4
Operating profit	56.8	135.5	127.8	137.9
Non-operating income				
Non-operating expenses				
Ordinary profit	64.2	134.2	133.7	138.1
Extraordinary income				
Extraordinary losses				
Profit before income taxes	57.0	141.6	137.7	142.3
Total income taxes				
Profit (loss) attributable to non-controlling interests				
Profit attributable to owners of parent	56.3	144.1	138.0	132.8

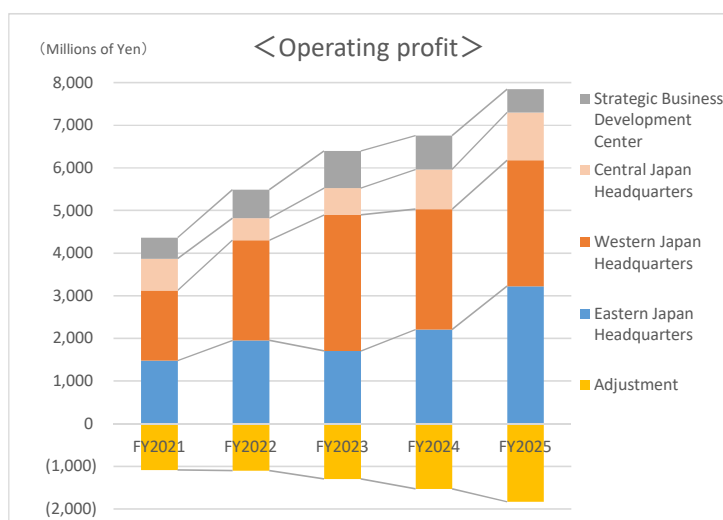
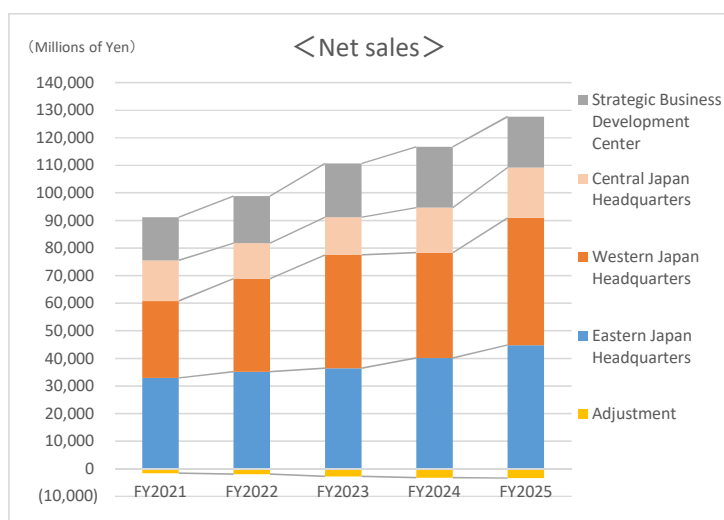
(%)

Total
109.5
109.6
109.2
106.7
115.1
116.8
119.5
117.3

Net sales and operating profit by reportable segment

(Millions of Yen)

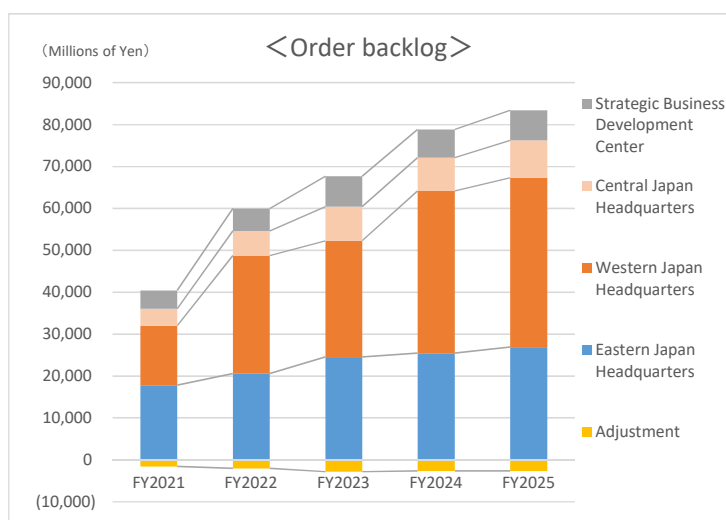
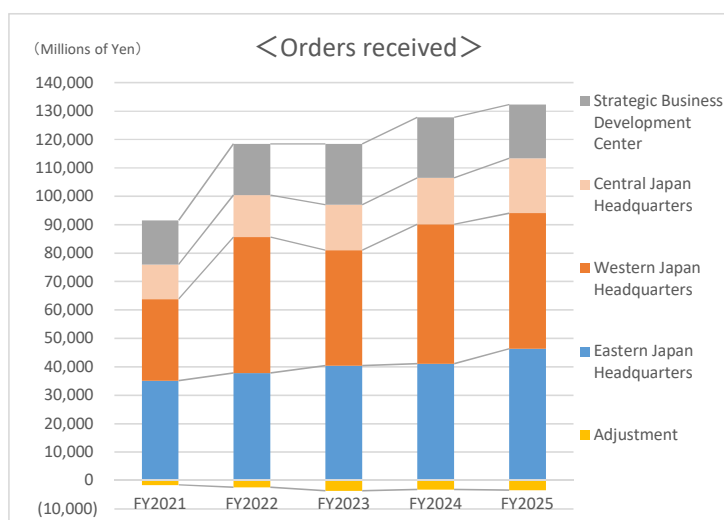
	Accounting period					Quarterly							
	FY2021	FY2022	FY2023	FY2024	FY2025	FY2024 (Apr. 2023 – Mar. 2024)				FY2025 (Apr. 2024 – Mar. 2025)			
						1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
<Net sales>													
Eastern Japan Headquarters	32,956	35,169	36,436	40,210	44,876	8,983	11,007	9,449	10,771	8,890	12,779	11,380	11,827
Western Japan Headquarters	27,910	33,775	41,073	38,127	46,097	9,217	10,011	9,045	9,854	8,344	12,236	11,292	14,225
Central Japan Headquarters	14,712	12,941	13,766	16,424	18,294	3,278	4,551	3,635	4,961	3,765	4,648	5,148	4,733
Strategic Business Development Center	15,669	16,963	19,490	21,971	18,438	5,628	4,947	6,073	5,323	4,012	4,102	4,817	5,507
Adjustment	(1,601)	(1,959)	(2,803)	(3,230)	(3,382)	(1,004)	(726)	(956)	(545)	(493)	(1,684)	(724)	(481)
Total	89,646	96,890	107,963	113,503	124,323	26,103	29,790	27,246	30,364	24,519	32,081	31,913	35,810
<Operating profit>													
Eastern Japan Headquarters	1,481	1,954	1,705	2,213	3,227	423	698	554	538	429	1,008	857	933
Western Japan Headquarters	1,648	2,351	3,189	2,818	2,952	795	658	583	781	390	867	676	1,019
Central Japan Headquarters	744	515	631	930	1,122	153	295	191	291	217	279	432	194
Strategic Business Development Center	494	674	875	798	547	223	103	326	146	96	124	116	211
Adjustment	(1,085)	(1,099)	(1,298)	(1,527)	(1,829)	(319)	(394)	(401)	(412)	(408)	(436)	(479)	(506)
Total	3,283	4,396	5,102	5,233	6,021	1,277	1,359	1,252	1,344	725	1,841	1,601	1,854



Orders received and order backlog by reportable segment

(Millions of Yen)

	Accounting period					Quarterly							
	FY2021	FY2022	FY2023	FY2024	FY2025	FY2024 (Apr. 2023 – Mar. 2024)				FY2025 (Apr. 2024 – Mar. 2025)			
						1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
<Orders received>													
Eastern Japan Headquarters	35,142	37,873	40,461	41,086	46,359	8,489	10,026	10,899	11,672	10,853	11,143	14,262	10,101
Western Japan Headquarters	28,697	47,790	40,593	49,158	47,727	8,801	11,383	21,412	7,561	10,631	14,198	9,696	13,202
Central Japan Headquarters	12,172	14,763	16,040	16,231	19,269	3,973	3,825	4,368	4,065	5,229	4,569	5,160	4,311
Strategic Business Development Center	15,581	17,981	21,354	21,383	18,916	5,273	4,795	6,032	5,282	4,020	3,979	5,323	5,594
Adjustment	(1,508)	(2,383)	(3,611)	(3,085)	(3,338)	(534)	(1,231)	(834)	(486)	(456)	(1,045)	(645)	(1,192)
Total	90,086	116,024	114,837	124,773	128,935	26,003	28,799	41,877	28,094	30,277	32,845	33,794	32,019
<Order backlog>													
Eastern Japan Headquarters	17,839	20,544	24,568	25,444	26,927	24,075	23,094	24,544	25,444	27,406	25,770	28,652	26,927
Western Japan Headquarters	14,167	28,182	27,703	38,734	40,364	27,287	28,660	41,026	38,734	41,021	42,984	41,387	40,364
Central Japan Headquarters	4,043	5,864	8,138	7,944	8,919	8,833	8,107	8,840	7,944	9,408	9,329	9,341	8,919
Strategic Business Development Center	4,396	5,414	7,277	6,690	7,168	6,922	6,772	6,730	6,690	6,697	6,575	7,080	7,168
Adjustment	(1,580)	(2,004)	(2,813)	(2,667)	(2,623)	(2,343)	(2,848)	(2,726)	(2,667)	(2,631)	(1,991)	(1,912)	(2,623)
Total	38,866	58,001	64,875	76,145	80,757	64,775	63,784	78,415	76,145	81,903	82,668	84,549	80,757



Net sales by business and region

	Accounting period													
	FY2021		FY2022		FY2023		FY2024				FY2025			
	Full year		Full year		Full year		Half year		Full year		Half year		Full year	
	Millions of Yen	%	Millions of Yen	%	Millions of Yen	%	Millions of Yen	%	Millions of Yen	%	Millions of Yen	%	Millions of Yen	%
<Business>														
Power Transmission Business	41,073	46%	45,463	47%	51,319	48%	27,831	50%	55,942	49%	28,515	50%	57,368	46%
Facility & Equipment Business	38,386	43%	40,576	42%	44,690	41%	22,170	40%	45,805	40%	23,131	41%	56,854	46%
Industrial Materials Business	10,186	11%	10,850	11%	11,953	11%	5,891	10%	11,755	11%	4,954	9%	10,101	8%
Total	89,646	100%	96,890	100%	107,963	100%	55,893	100%	113,503	100%	56,600	100%	124,324	100%
<Region>														
Japan	83,029	93%	85,670	88%	92,052	85%	49,388	88%	100,339	89%	52,786	93%	108,830	87%
Asia	5,609	6%	10,458	11%	14,618	14%	4,951	9%	10,537	9%	2,674	5%	13,170	11%
Other	1,008	1%	761	1%	1,292	1%	1,552	3%	2,626	2%	1,139	2%	2,322	2%
Total	89,646	100%	96,890	100%	107,963	100%	55,893	100%	113,503	100%	56,600	100%	124,324	100%

Business	Major item name
Power Transmission Business	Various drive parts such as reducer/accelerator, Various transport parts such as conveyor chains, Control equipment, Various sensors, Electronic equipment, and Other transmission equipment
Facility & Equipment Business	Clean energy-related equipment, Pharmaceutical-related equipment, Chemical machinery equipment, Water treatment equipment, Food machinery, Other environmental equipment, Machine tools, Industrial robots, Various conveyors, Various automation equipment, Three-dimensional warehouses and Automatic sorting equipment, and FA systems including various transportation equipment
Industrial Materials Business	Various non-woven fabrics and processed products thereof, Various synthetic resin molding machines and Molded products, and Functional materials

