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## Supplementary Materials for the Fiscal Year Ended March 31, 2026

TSUBAKIMOTO KOGYO CO., LTD.

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## Summary Consolidated Balance Sheet

As of Mar. 31, 2026 (Millions of Yen)		Change from Mar. 31, 2025			Change from Mar. 31, 2025	
Current assets		77,117	-3,965	Current liabilities		
Cash and deposits	24,100	-4,853	Trade payables		35,697	
Trade receivables	46,279	+1,114	Advances received		5,851	
Inventories	3,270	-217	Other		2,648	
Other	3,467	-8	Non-current liabilities		5,665	
Non-current assets		22,947	+3,357	Long-term borrowings		0
Property, plant and equipment	2,199	-254	Retirement benefit liability		1,630	
Intangible assets	484	+55	Deferred tax liabilities		3,367	
Investments and other assets	20,263	+3,556	Other		667	
(Investment securities)	18,952	+3,492	Net assets		50,201	
			Shareholders' equity		39,585	
			Accumulated other comprehensive income		10,331	
			Non-controlling interests		283	
Total assets	100,064	-608	Total liabilities and net assets		100,064	

## Summary Consolidated Statement of Cash Flows

(Millions of Yen)	As of Mar. 31, 2026	As of Mar. 31, 2026	
Cash flows from operating activities	-3,553	Cash flows from financing activities	
Profit before income taxes	+7,448	Dividends paid	-1,582
Working capital	-8,545	Purchase and disposal of treasury shares	+5
Income taxes paid	-2,469	Other	-51
Other	+12	Effect of exchange rate change on cash and cash equivalents	+78
Cash flows from investing activities	+250		
Purchase and sale of non-current assets	-232	Cash and cash equivalents	
Purchase and sale of investment securities	+546	Cash and cash equivalents at beginning of period	+28,953
Other	-62	Net increase (decrease) in cash and cash equivalents	-4,853
Free cash flow	-3,303	Cash and cash equivalents at end of period	+24,100

**Summary Consolidated Statement of Income  
(Three-month comparison)**

FY2026

	1 Q		2 Q		3 Q		4 Q		(Millions of Yen) Total	
Net sales	30,502		34,324		30,123		36,083		131,032	
Cost of sales	25,853		29,062		25,645		30,280		110,842	
Gross profit	4,648	15.2%	5,261	15.3%	4,477	14.9%	5,802	16.1%	20,190	15.4%
Selling, general and administrative expenses	3,127		3,605		3,246		3,696		13,677	
Operating profit	1,520	5.0%	1,655	4.8%	1,231	4.1%	2,106	5.8%	6,513	5.0%
Non-operating income	267		79		278		54		679	
Non-operating expenses	33		50		22		(8)		97	
Ordinary profit	1,753	5.7%	1,684	4.9%	1,486	4.9%	2,169	6.0%	7,094	5.4%
Extraordinary income	0		244		0		345		589	
Extraordinary losses	0		228		7		0		235	
Profit before income taxes	1,753	5.7%	1,700	5.0%	1,479	4.9%	2,514	7.0%	7,448	5.7%
Total income taxes	558		605		491		776		2,432	
Profit (loss) attributable to non-controlling interests	(10)		(11)		5		9		(7)	
Profit attributable to owners of parent	1,205	4.0%	1,106	3.2%	982	3.3%	1,728	4.8%	5,023	3.8%

FY2025

	1 Q		2 Q		3 Q		4 Q		(Millions of Yen) Total	
Net sales	24,519		32,080		31,912		35,811		124,323	
Cost of sales	20,747		27,009		27,140		30,319		105,216	
Gross profit	3,772	15.4%	5,071	15.8%	4,771	15.0%	5,493	15.3%	19,107	15.4%
Selling, general and administrative expenses	3,046		3,230		3,170		3,639		13,086	
Operating profit	725	3.0%	1,840	5.7%	1,601	5.0%	1,854	5.2%	6,021	4.8%
Non-operating income	227		50		251		27		556	
Non-operating expenses	19		28		5		11		64	
Ordinary profit	932	3.8%	1,862	5.8%	1,847	5.8%	1,870	5.2%	6,513	5.2%
Extraordinary income	0		108		108		412		629	
Extraordinary losses	104		5		8		141		258	
Profit before income taxes	828	3.4%	1,966	6.1%	1,948	6.1%	2,141	6.0%	6,884	5.5%
Total income taxes	252		653		630		645		2,180	
Profit (loss) attributable to non-controlling interests	7		(7)		(10)		22		12	
Profit attributable to owners of parent	568	2.3%	1,319	4.1%	1,329	4.2%	1,474	4.1%	4,691	3.8%

Change

	1 Q		2 Q		3 Q		4 Q		(Millions of Yen) Total	
Net sales	5,983		2,244		(1,789)		272		6,709	
Cost of sales	5,106		2,053		(1,495)		(39)		5,626	
Gross profit	876	(0.1)%	190	(0.5)%	(294)	(0.1)%	309	0.7%	1,083	0.0%
Selling, general and administrative expenses	81		375		76		57		591	
Operating profit	795	2.0%	(185)	(0.9)%	(370)	(0.9)%	252	0.7%	492	0.1%
Non-operating income	40		29		27		27		123	
Non-operating expenses	14		22		17		(19)		33	
Ordinary profit	821	1.9%	(178)	(0.9)%	(361)	(0.9)%	299	0.8%	581	0.2%
Extraordinary income	0		136		(108)		(67)		(40)	
Extraordinary losses	(104)		223		(1)		(141)		(23)	
Profit before income taxes	925	2.4%	(266)	(1.2)%	(469)	(1.2)%	373	1.0%	564	0.1%
Total income taxes	306		(48)		(139)		131		252	
Profit (loss) attributable to non-controlling interests	(17)		(4)		15		(13)		(19)	
Profit attributable to owners of parent	637	1.6%	(213)	(0.9)%	(347)	(0.9)%	254	0.7%	332	0.1%

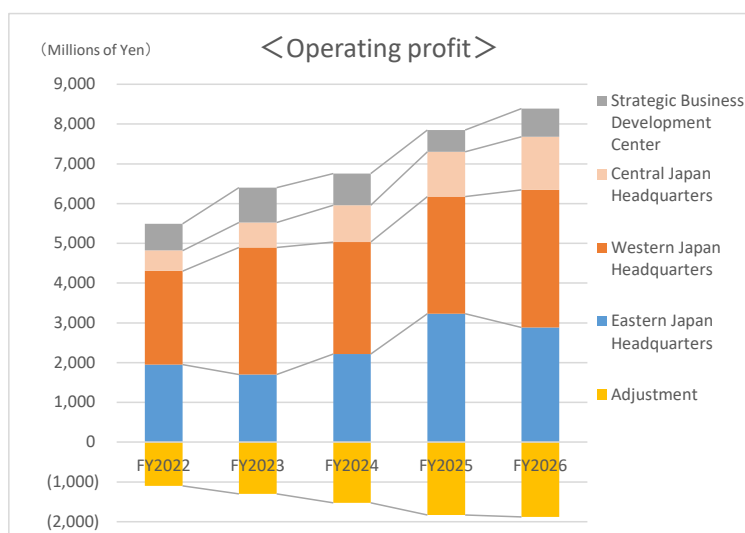
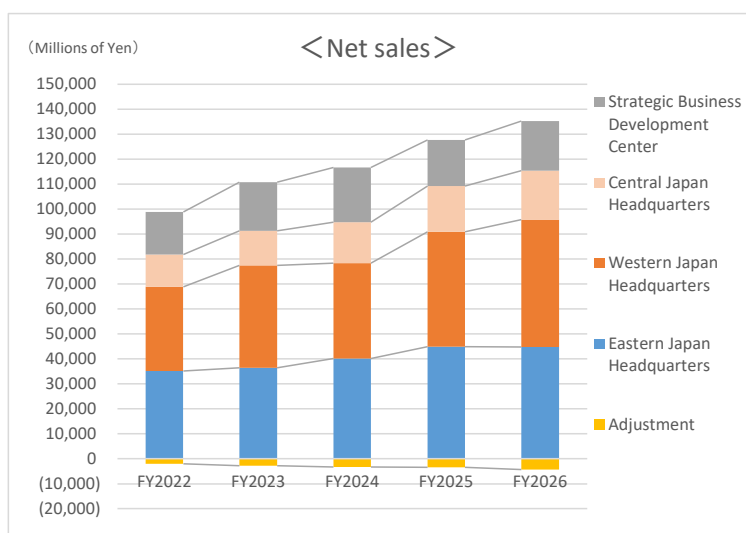
Rate of change

	1 Q		2 Q		3 Q		4 Q		Total (%)	
Net sales	124.4		107.0		94.4		100.8		105.4	
Cost of sales	124.6		107.6		94.5		99.9		105.3	
Gross profit	123.2		103.7		93.8		105.6		105.7	
Selling, general and administrative expenses	102.7		111.6		102.4		101.6		104.5	
Operating profit	209.6		89.9		76.9		113.6		108.2	
Non-operating income										
Non-operating expenses										
Ordinary profit	188.0		90.4		80.5		116.0		108.9	
Extraordinary income										
Extraordinary losses										
Profit before income taxes	211.7		86.5		75.9		117.4		108.2	
Total income taxes										
Profit (loss) attributable to non-controlling interests										
Profit attributable to owners of parent	211.8		83.9		73.9		117.3		107.1	

## Net sales and operating profit by reportable segment

(Millions of Yen)

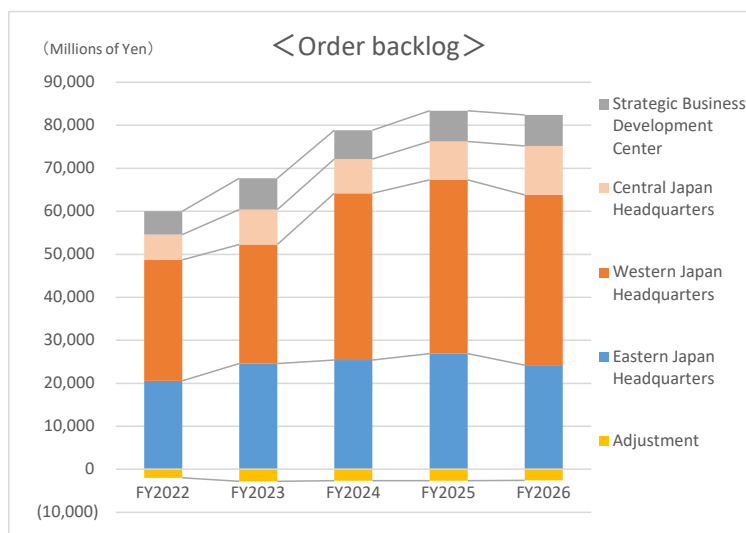
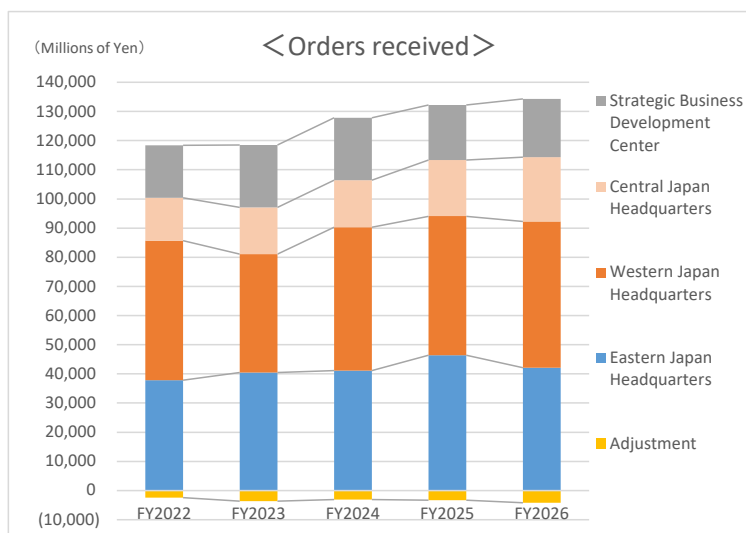
	Accounting period					Quarterly							
	FY2022	FY2023	FY2024	FY2025	FY2026	FY2025 (Apr. 2024 – Mar. 2025)				FY2026 (Apr. 2025 – Mar. 2026)			
						1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
<Net sales>													
Eastern Japan Headquarters	35,169	36,436	40,210	44,876	44,789	8,890	12,779	11,379	11,826	10,770	11,498	9,980	12,540
Western Japan Headquarters	33,775	41,073	38,127	46,097	51,007	8,344	12,235	11,291	14,225	12,642	13,846	10,525	13,992
Central Japan Headquarters	12,941	13,766	16,424	18,294	19,578	3,765	4,647	5,147	4,733	4,041	5,258	4,616	5,661
Strategic Business Development Center	16,963	19,490	21,971	18,438	19,957	4,012	4,101	4,816	5,506	4,300	4,942	5,686	5,027
Adjustment	(1,959)	(2,803)	(3,230)	(3,382)	(4,300)	(493)	(1,684)	(723)	(482)	(1,253)	(1,222)	(685)	(1,139)
Total	96,890	107,963	113,503	124,323	131,032	24,519	32,080	31,912	35,811	30,502	34,324	30,123	36,083
<Operating profit>													
Eastern Japan Headquarters	1,954	1,705	2,213	3,227	2,883	429	1,007	855	934	694	687	535	966
Western Japan Headquarters	2,351	3,189	2,818	2,952	3,463	390	866	675	1,020	847	897	634	1,084
Central Japan Headquarters	515	631	930	1,122	1,334	217	278	431	194	202	416	344	371
Strategic Business Development Center	674	875	798	547	709	96	124	115	211	120	245	201	141
Adjustment	(1,099)	(1,298)	(1,527)	(1,829)	(1,877)	(408)	(436)	(478)	(506)	(344)	(591)	(484)	(457)
Total	4,396	5,102	5,233	6,021	6,513	725	1,840	1,601	1,853	1,520	1,655	1,231	2,106



## Orders received and order backlog by reportable segment

(Millions of Yen)

	Accounting period					Quarterly							
	FY2022	FY2023	FY2024	FY2025	FY2026	FY2025 (Apr. 2024 – Mar. 2025)				FY2026 (Apr. 2025 – Mar. 2026)			
						1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
<Orders received>													
Eastern Japan Headquarters	37,873	40,461	41,086	46,359	42,094	10,853	11,143	14,262	10,101	9,278	11,204	9,483	12,128
Western Japan Headquarters	47,790	40,593	49,158	47,727	50,217	10,631	14,198	9,696	13,202	14,706	8,931	15,020	11,558
Central Japan Headquarters	14,763	16,040	16,231	19,269	22,018	5,229	4,569	5,160	4,311	5,511	6,016	4,397	6,093
Strategic Business Development Center	17,981	21,354	21,383	18,916	20,002	4,020	3,979	5,323	5,594	4,442	4,967	5,956	4,635
Adjustment	(2,383)	(3,611)	(3,085)	(3,338)	(4,238)	(456)	(1,045)	(645)	(1,192)	(1,200)	(906)	(646)	(1,486)
Total	116,024	114,837	124,773	128,935	130,093	30,277	32,845	33,794	32,019	32,738	30,213	34,212	32,929
<Order backlog>													
Eastern Japan Headquarters	20,544	24,568	25,444	26,927	24,232	27,406	25,770	28,652	26,927	25,436	25,141	24,644	24,232
Western Japan Headquarters	28,182	27,703	38,734	40,364	39,574	41,021	42,984	41,387	40,364	42,428	37,513	42,008	39,574
Central Japan Headquarters	5,864	8,138	7,944	8,919	11,359	9,408	9,329	9,341	8,919	10,389	11,147	10,928	11,359
Strategic Business Development Center	5,414	7,277	6,690	7,168	7,213	6,697	6,575	7,080	7,168	7,310	7,334	7,605	7,213
Adjustment	(2,004)	(2,813)	(2,667)	(2,623)	(2,562)	(2,631)	(1,991)	(1,912)	(2,623)	(2,570)	(2,254)	(2,215)	(2,562)
Total	58,001	64,875	76,145	80,757	79,818	81,903	82,668	84,549	80,757	82,993	78,882	82,971	79,818



## Net sales by business and region

	Accounting period															
	FY2022		FY2023		FY2024				FY2025				FY2026			
	Full year		Full year		Half 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	%	Millions of Yen	%
<Business>																
Power Transmission	45,463	47%	51,319	48%	27,831	50%	55,942	49%	28,515	50%	57,368	46%	28,194	43%	56,825	43%
Facility & Equipment	40,576	42%	44,690	41%	22,170	40%	45,805	40%	23,131	41%	56,854	46%	31,496	49%	63,559	49%
Industrial Materials	10,850	11%	11,953	11%	5,891	10%	11,755	11%	4,954	9%	10,101	8%	5,134	8%	10,607	8%
<b>Total</b>	<b>96,890</b>	<b>100%</b>	<b>107,963</b>	<b>100%</b>	<b>55,893</b>	<b>100%</b>	<b>113,503</b>	<b>100%</b>	<b>56,600</b>	<b>100%</b>	<b>124,323</b>	<b>100%</b>	<b>64,826</b>	<b>100%</b>	<b>131,032</b>	<b>100%</b>
<Region>																
Japan	85,670	88%	92,052	85%	49,388	88%	100,339	89%	52,786	93%	108,830	87%	55,609	86%	113,713	87%
Asia	10,458	11%	14,618	14%	4,951	9%	10,537	9%	2,674	5%	13,170	11%	8,226	13%	15,490	12%
Other	761	1%	1,292	1%	1,552	3%	2,626	2%	1,139	2%	2,322	2%	991	1%	1,829	1%
<b>Total</b>	<b>96,890</b>	<b>100%</b>	<b>107,963</b>	<b>100%</b>	<b>55,893</b>	<b>100%</b>	<b>113,503</b>	<b>100%</b>	<b>56,600</b>	<b>100%</b>	<b>124,323</b>	<b>100%</b>	<b>64,826</b>	<b>100%</b>	<b>131,032</b>	<b>100%</b>

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

