

FY2025/12 Q1 Results Briefing

Nabtesco Corporation
April 30, 2025

Consolidated earnings forecasts for the fiscal year ending December 2025 do not reflect the impact of tariff policies in the United States

The forecast data presented herein reflects assumed results based on conditions that are subject to change. Nabtesco Corporation does not make representations as to, or warrant, in whole or in part, the attainment or realization of any of the forecasted results presented in this document. Numerical figures presented herein are rounded down to the nearest whole unit for monetary value and rounded off to one decimal place for percentage. Unauthorized copying and replication of this material including text and image are prohibited.

1

Q1 result : Increased both of Sales and O.P. on YoY

Consolidated Sales : 81.7 billion yen (YoY+13%)

Consolidated O.P. : 5.5 billion yen (YoY+37%)

- Major business units for sales increased
 - PRG* (+5.0 bn yen) Railroad (+1.4 bn yen) Automatic Doors (+1.2 bn yen)
- Major business segment for O.P. increased
 - TRS (+0.9 bn yen)

* PRG: Precision Reduction Gears

2

Q1 Progress to Full-year Plan: Inline both of Sales and O.P.

(Achievement ratio for full-year plan) Sales: 24.3% O.P. : 29.2%

- Full-year guidance remains unchanged
 - ✓ Q1 results significantly exceeded the plan
 - ✓ Uncertainties remain regarding the economic outlook due to the US tariffs

- Operating profit margin improved by 1.1 points on YoY
Negative for financial income and cost was caused by the exchange losses

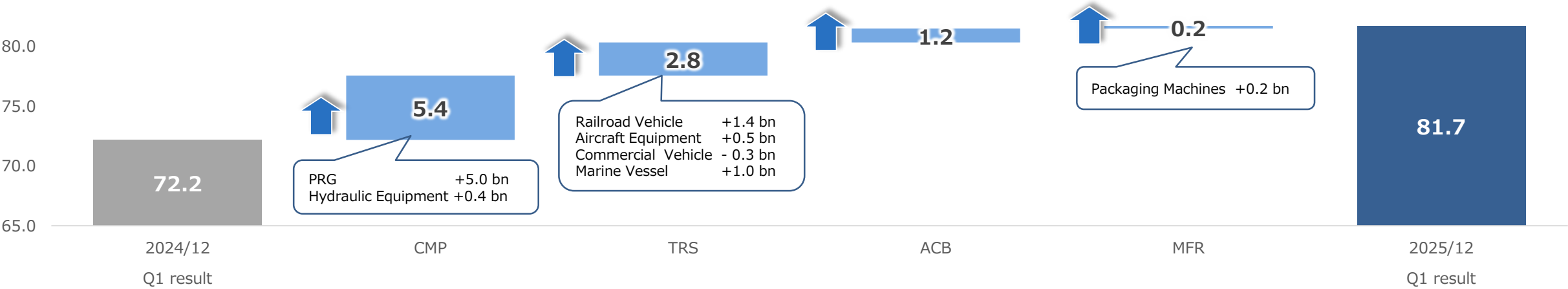
(JPY billion)	2024/12 Q1 result (A)	2025/12 Q1 result (B)	Variation (B-A)
Sales	72.2	81.7	9.5
Operating Profit	4.0	5.5	1.5
(OPM)	5.5%	6.7%	1.1pt
Financial Income and Cost	0.6	-0.5	-1.1
Equity in earnings of affiliates	0.6	0.3	-0.2
Profit before tax	5.1	5.3	0.1
Net income attributable to owners of the parents	2.6	3.3	0.6

2025/12 Full-year plan (C)	Progress (B/C)
336.0	24.3%
18.7	29.2%
5.6%	
-0.7	
1.7	
19.7	
13.1	

Sales

85.0 billion yen

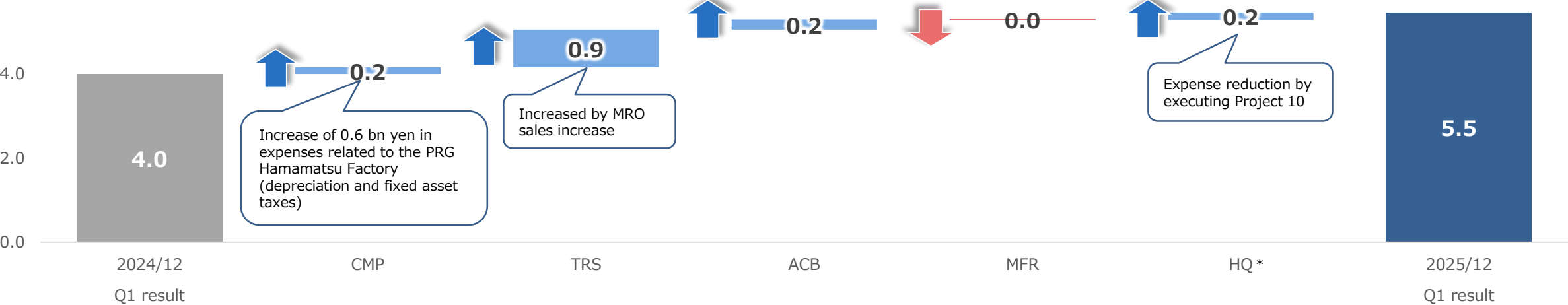
Sales increased due to the demand recovery for precision reduction gears and steady demand for TRS and ACB continuously



O.P.

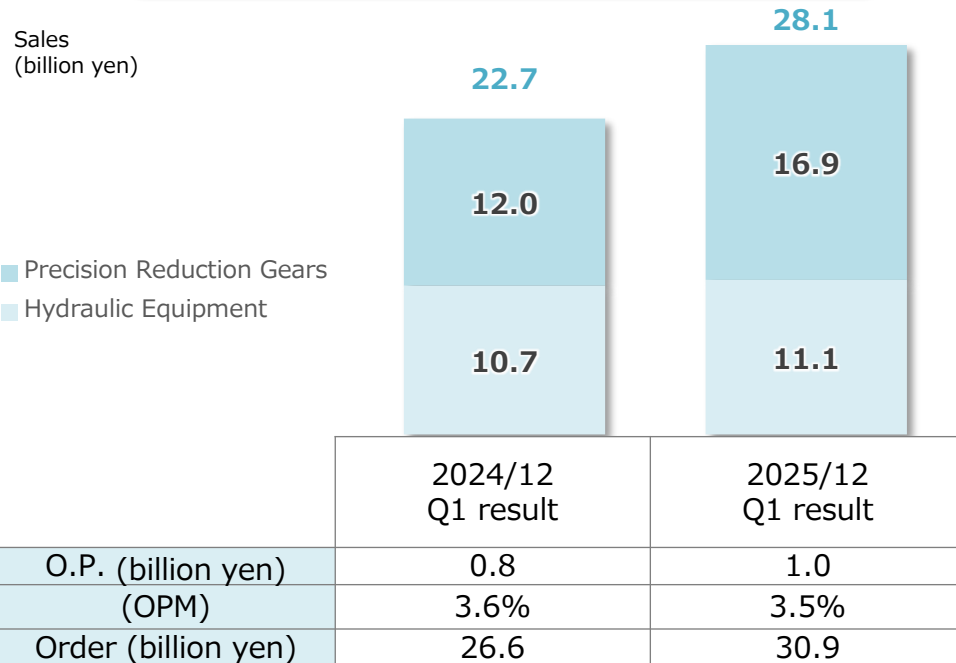
6.0 billion yen

Increased O.P. was driven by sales increase. Additionally executing for Project 10 were contributed to push up O.P.



*:Corporate or Elimination

YoY Sales increased
O.P. increased



The progress of Project 10

O.P. increase due to the execution of P10* while depreciation cost was increased YoY
Impact for P10* will be more effective toward the year end

- **Workforce optimization**
(Headcount for direct worker : PRG YoY -11% Hydraulic: YoY -10%)
- **Price pass-through**
- **Cost reduction** (Integration of a sales company and a factory in China for hydraulic)

Segment Result (YoY)

Business	Result
Precision Reduction Gears (PRG)	【Robotics】 Inventory of finished robots has reached an appropriate level, and demand is gradually recovering.
	【Non Robotics】 Considering the impact of the U.S. tariffs, market is currently waiting for investment timing.
Hydraulic Equipment	【China】 Demand increased due to the Chinese New Year demand and replacements promotion by government.
	【Other Markets】 While demand in Europe and the U.S. remains sluggish, exports to Indonesia from China are performing well.
O.P.	Although depreciation cost increased due to Hamamatsu factory (PRG), profits increased due to and the effects of P10* and sales increase.

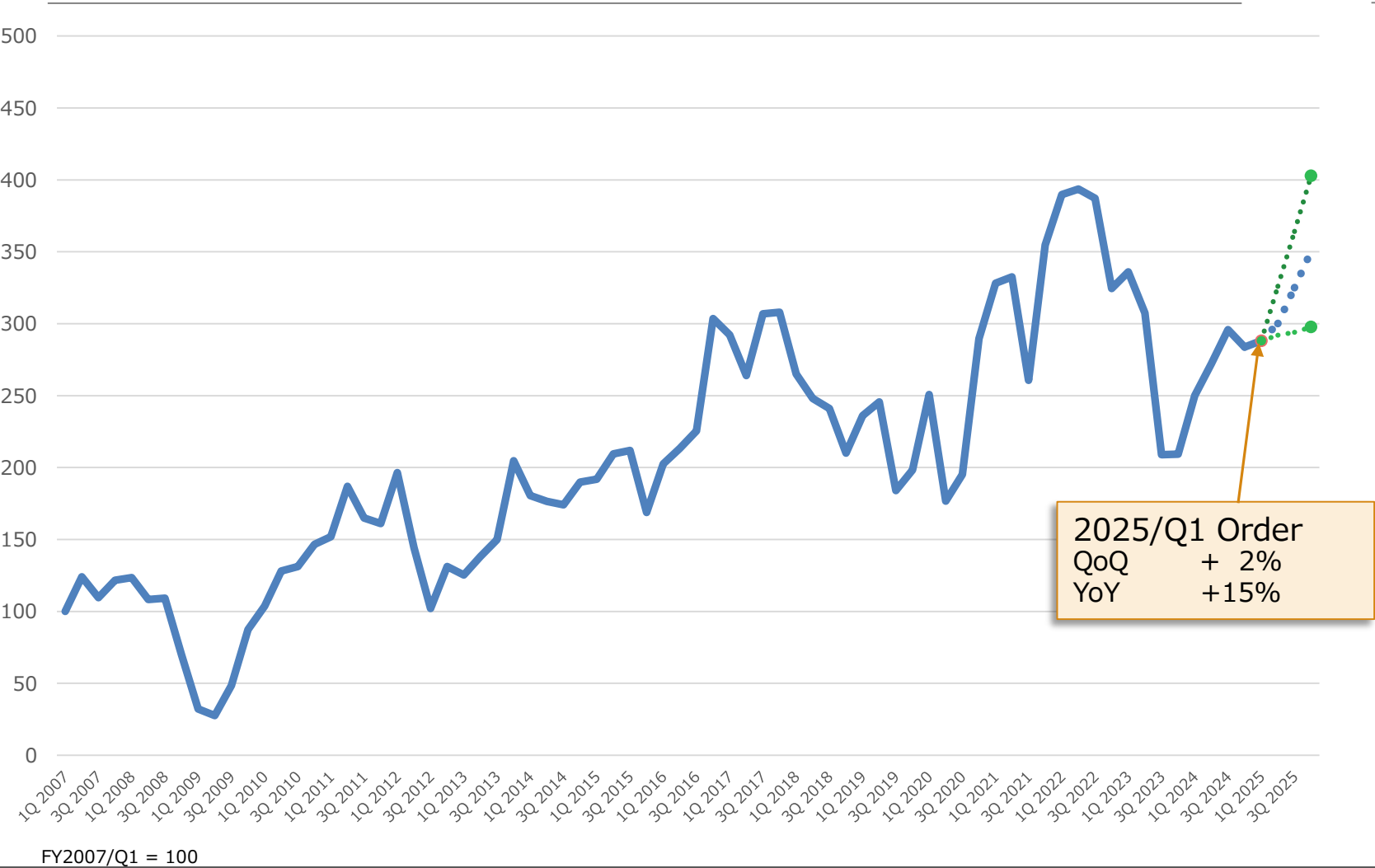
Full-year forecast

Business	Market Environment
Precision Reduction Gears (PRG)	【Japan】 No significant change in demand environment due to stable automation needs.
	【China】 Robot inventory has been optimized, and demand for EVs and factory automation demand remain strong.
	【Europe and the U.S.】 Uncertainty remains regarding future capital expenditure caused by impact of the U.S. tariff strategy.
Hydraulic Equipment	Demand remains strong in China, while demand in Europe continues to be sluggish.

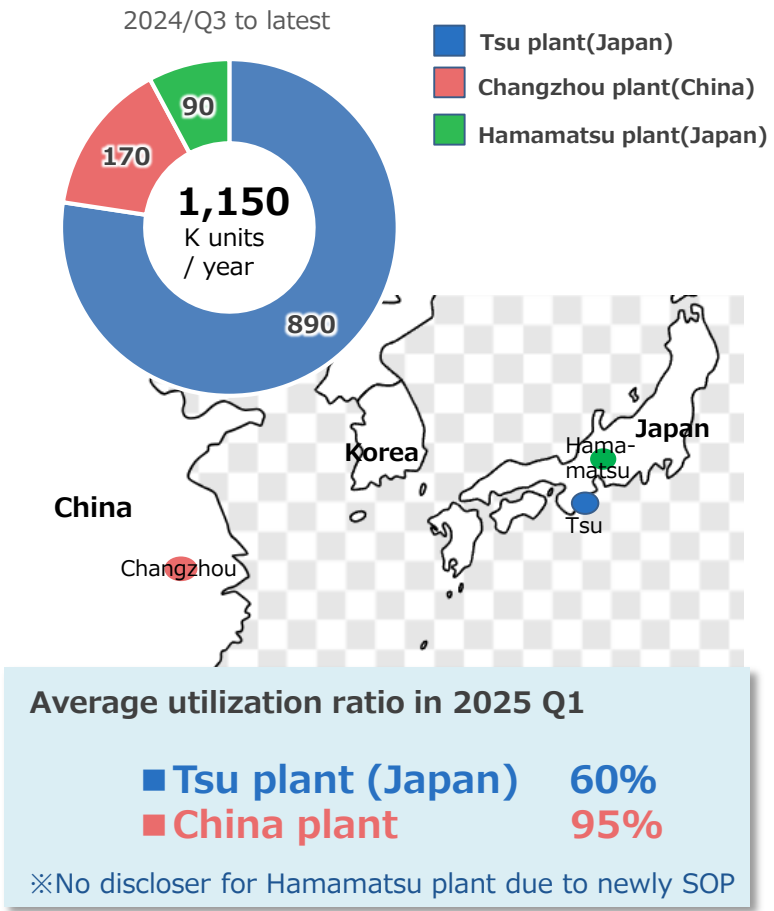
* Project 10

■ 2025 Q1 order : Inline with our forecast. Expect to order acceleration in 2025 H2

《Order trend in Precision Reduction Gears》



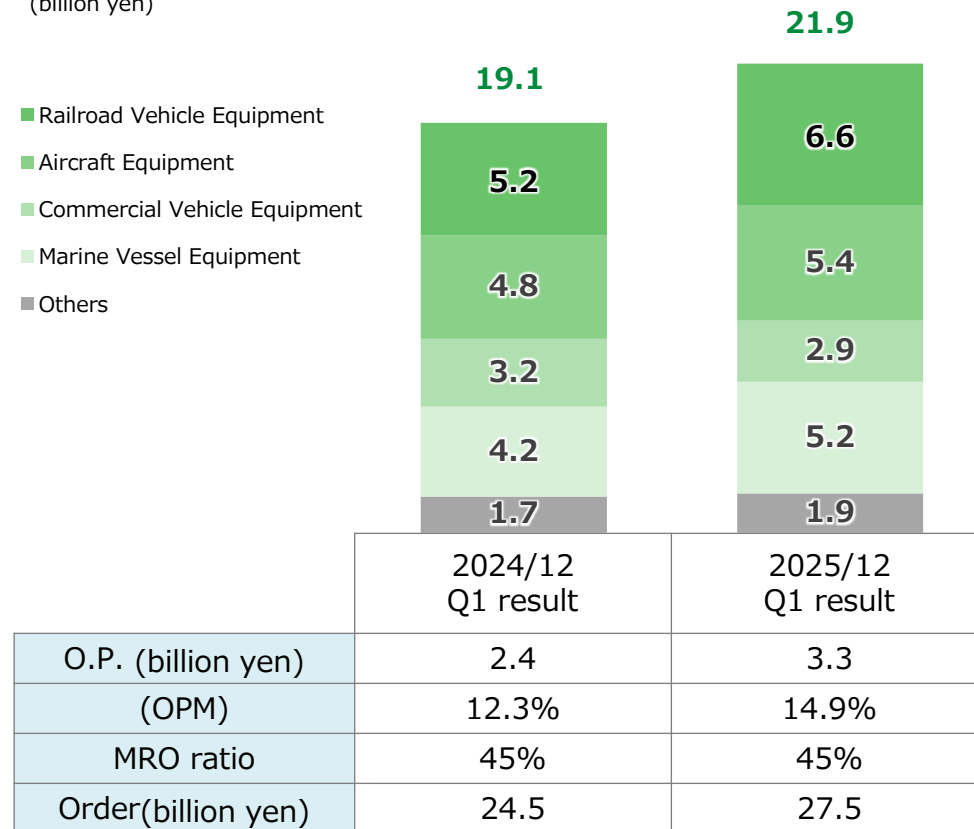
《Production capacity and Utilization Ratio》



YoY Sales increased
O.P. increased

Sales
(billion yen)

■ Railroad Vehicle Equipment
■ Aircraft Equipment
■ Commercial Vehicle Equipment
■ Marine Vessel Equipment
■ Others



Segment Result (YoY)

Business	Result
Railroad Vehicle Equipment	Sales increased due to favorable demand for new railroad vehicles both of Japan and overseas and MRO
Aircraft Equipment	Sales increased due to the continuous demand expansion by MOD budget increase
Commercial Vehicle Equipment	Sales decreased due to lower production volume at domestic customers and sluggish demand in the Southeast Asian market.
Marine Vessel Equipment	Sales increased due to favorable demand for new shipbuilding and MRO
O.P.	Improve sales composition due to MRO sales increased by 20% YoY.

Full-year forecast



Business	Market Environment
Railroad Vehicle Equipment	【New vehicles】 Demand remains solid globally
	【MRO】 Demand continues to be steady globally
Aircraft Equipment	【Defense】 Demand remains strong and continues to grow
	【Civil】 Risk of temporary cost increases due to the impact of the U.S. tariffs and production rate fluctuations
Commercial Vehicle Equipment	Risk of prolonged low production volume at chassis manufactures
Marine Vessel Equipment	Strong demand for new ship building and MRO services remains continuously

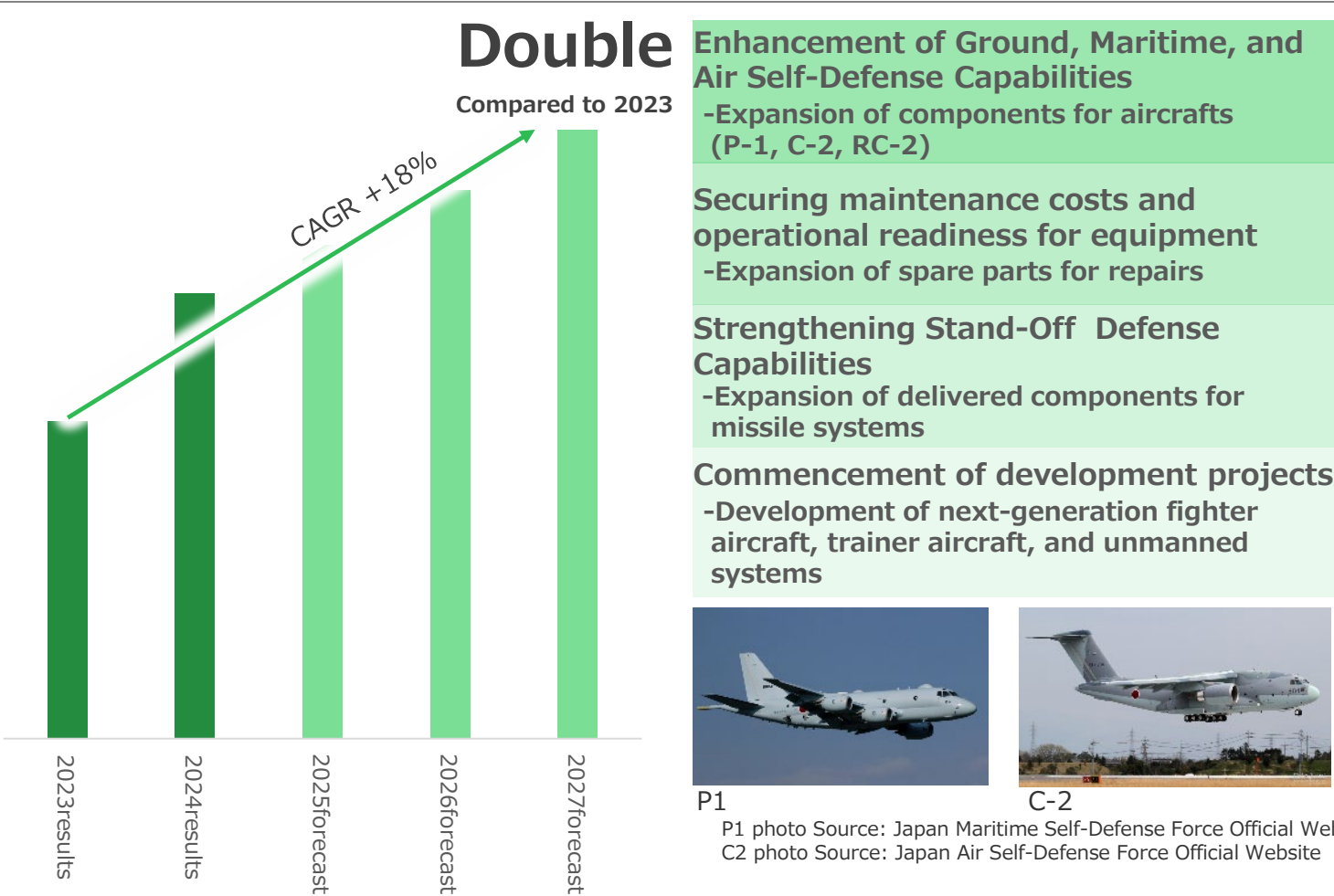
Sales for Defense Business

■ Sales are expected to be double by 2027

Continuous Increase in Defense Budget in Japan

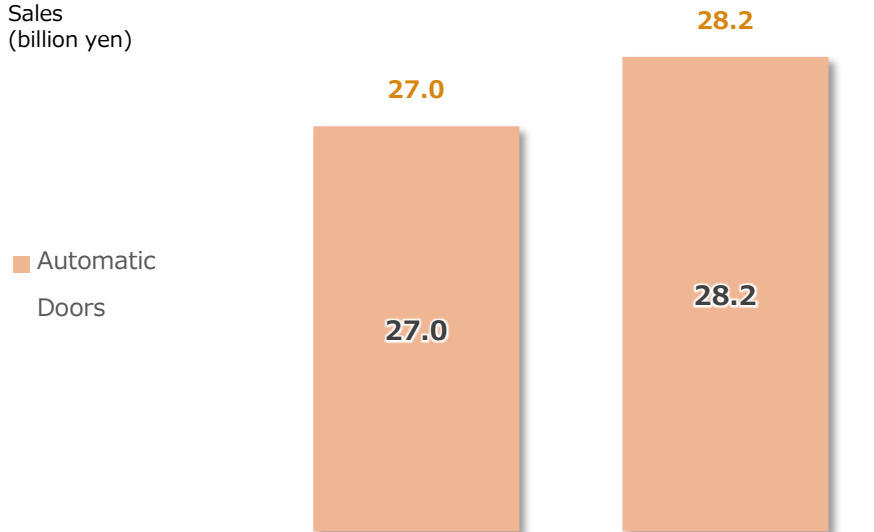


Sales Results and Forecast for Our Defense-Related Business



YoY Sales increased
O.P. increased

Sales
(billion yen)



	2024/12 Q1 result	2025/12 Q1 result
O.P.(JPY billion)	3.1	3.4
(OPM)	11.6%	12.0%
MRO ratio	45%	45%
Order (JPY billion)	27.4	26.8

Segment Result (YoY)

※PD: Platform Doors

Business	Result
Automatic Doors for Buildings	【Japan】 Steady sales due to redevelopment in metropolitan area
	【Overseas】 Sales was solid
PD*	【Japan】 Sales increased as projects in progress
	【Overseas】 Sales declined due to selective order intake of new projects
O.P.	Profit increased driven by sales increase

Full-year forecast

Business	Market Environment
Automatic Doors for Buildings	【Japan】 Demand remains steady, with redevelopment projects expected to continue until around 2026
	【Overseas】 No significant changes in market conditions in North America and Europe
PD*	【Japan】 Demand for PD* products remains strong, supported by the effects of the Barrier-Free Law
	【Overseas】 No significant changes

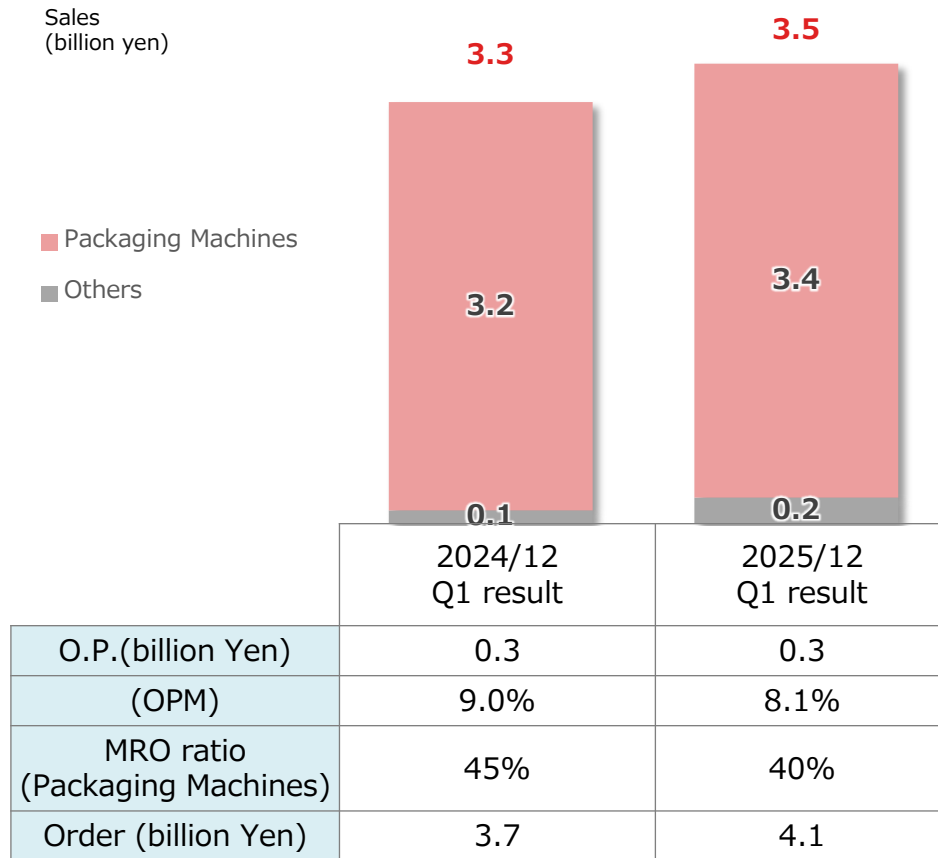
YoY Sales increased ↗
O.P. decreased slightly ↘

Segment Result (YoY)

Business	Result
Packaging Machines	Sales increased due to demand for equipment upgrades at domestic food manufacturers
O.P.	Slightly decreased due to MRO decrease

Full-year forecast ☁

Business	Market Environment
Packaging Machines	【Japan】 Equipment investments are resuming mainly among food manufacturers
	【Overseas】 Demand becomes uncertain due to a slowdown in investments in Europe and the U.S.



■ There are no big changes from the end of 2024 Q4

(billion yen)	2024/12 As of December 31, 2024	2025/12 As of March 31, 2025	Variation
Assets	445.5	442.5	-3.0
(Cash and cash equivalents)	74.5	77.8	3.3
(Trade receivable)	92.1	80.2	-11.9
(Inventories)	53.4	56.6	3.2
(Non-current assets)	216.5	216.0	-0.5
Liabilities	158.3	160.4	2.2
(Borrowings)	31.9	42.3	10.5
Total equities	287.3	282.1	-5.2
(Treasury shares)	17.2	16.8	-0.4
Equity attributable to owners of parent	270.1	265.3	-4.8
Ratio of equity attributable to owners of parent :	60.6%	59.9%	

Data solution

Marine Vessel Equipment | Demonstrate the decrease of fuel consumption by 3.4%

Marine Vessel which is installed of 「TELEGRAPH AGENT™(Vessel speed control system by order) 」 and 「Cassandra(Monitoring system)」 owned by Eastern Car Liner Co.,Ltd showed by significant optimization for fuel consumption (on routes in Asia, the Middle East, and Oceania) while maintaining a constant vessel speed. Further installation is on progress.

Market : Over 5,000 ton of marine vessels



Integration

Hydraulic Equipment | Unveiled "Fully Electric Excavator"

Demonstrated in Bauma2025
8 axis operated by electric motor and reduction gears fit for Mini-excavators
Plan to supply excavator manufacture globally

Market : >7 billion yen in 2030



Electrification

Mechanics

New
Biz

Delivery for Wireless AGV/AMR device

Delivery 1kw model system to major manufactures under license by WiBotic product, exclusive sales contract in Japan
Features : Wide area for power supply, light weight and compact
Market : 3 billion yen in 2027



PRG | Expand application for AGV/AMR usage

Features : Accuracy, heavy load, low vibration, durability, compact
Application : Exterior installation assist machine, Mobile robot, Autonomous forklift, Under floor lifting machine, scaffold moving
Market : 3 billion yen in 2027

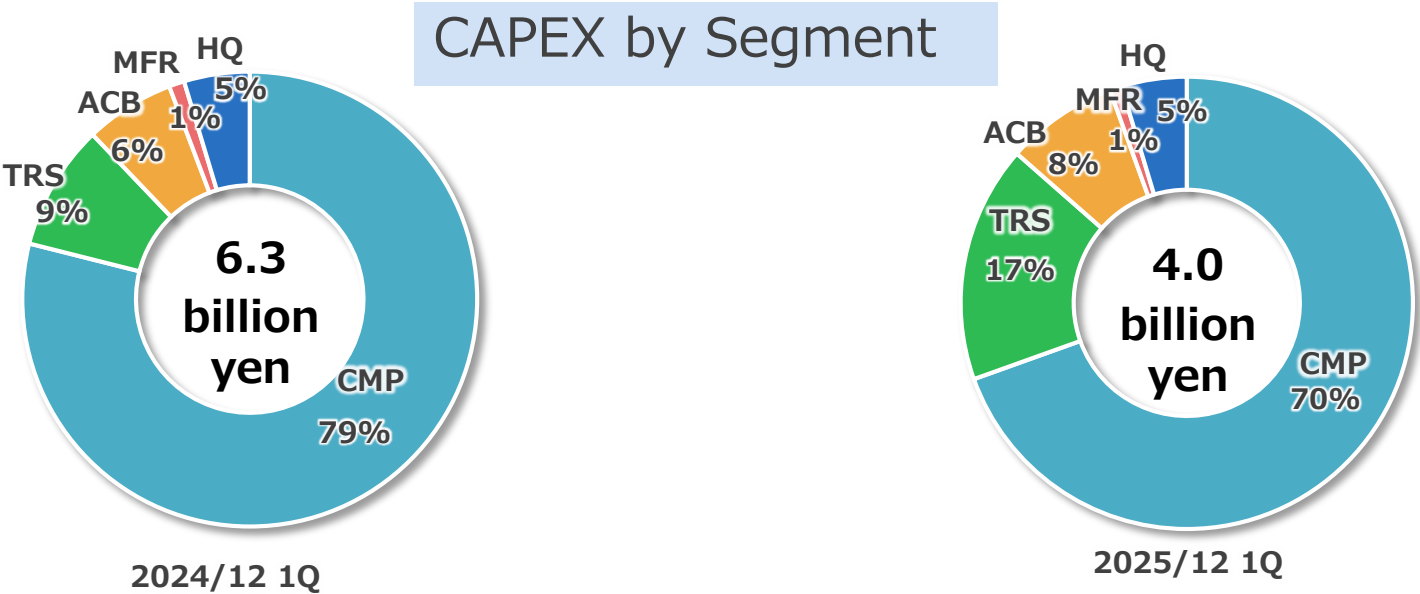


Appendix

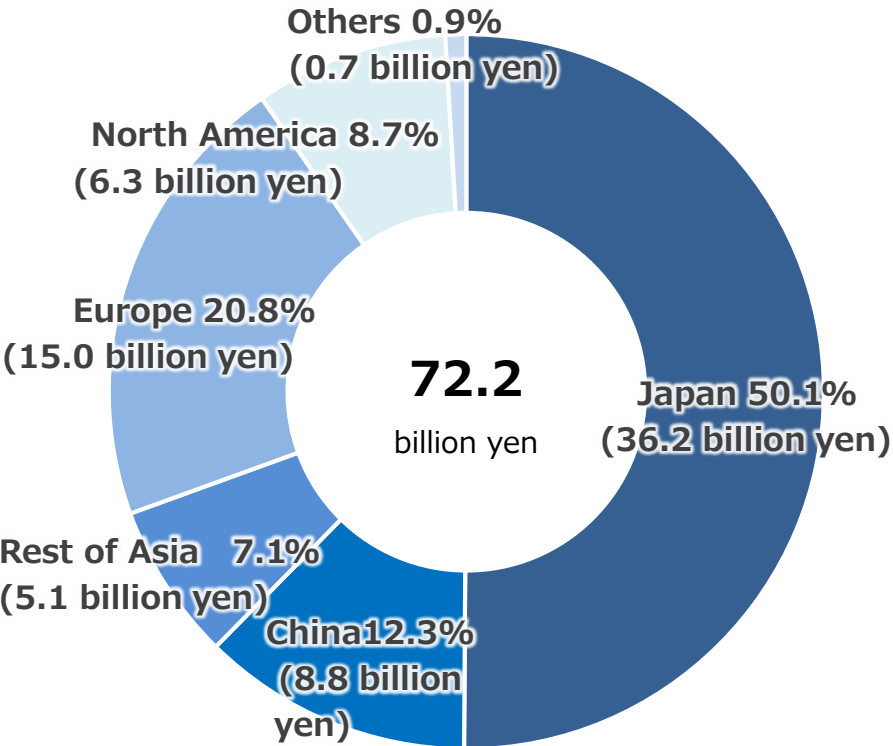
■ Major CAPEX items is for PRG Hamamatsu plant

(Billion Yen)	2024/12 Q1 result (A)	2025/12 Q1 result (B)	Variation (B-A)
CAPEX	6.3	4.0	-2.3
R&D	2.8	2.7	-0.1
Depreciation	3.9	4.4	0.5

2025/12 Full-year plan	2025/12 Progress
18.0	22%
13.5	20%
17.3	25%

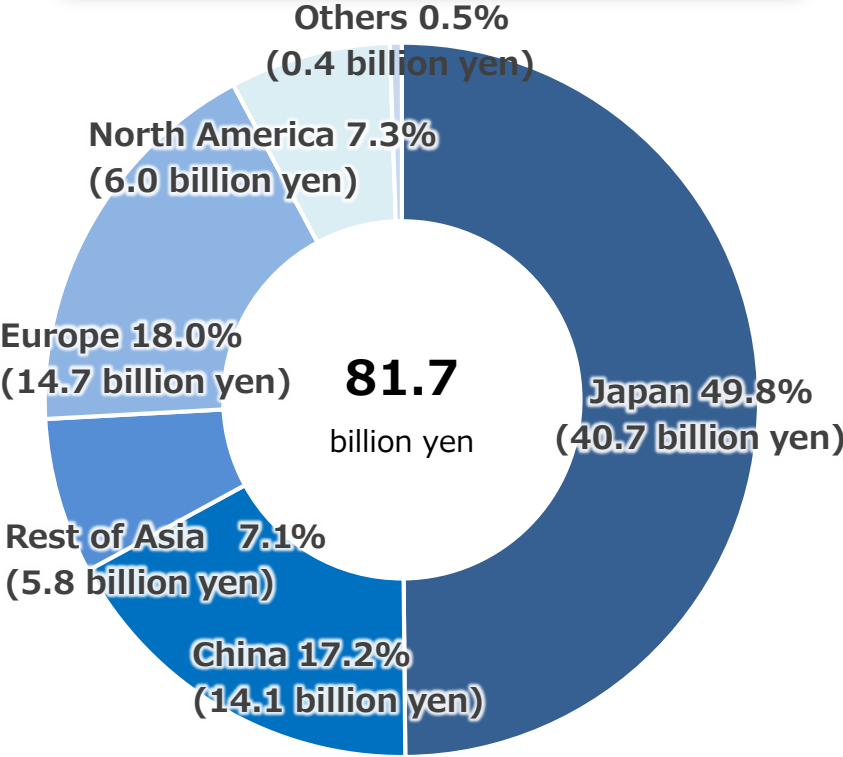


2024/12 Q1 result



Oversea sales	36.0 billion yen
Ratio	49.9%

2025/12 Q1 result



Oversea sales	41.0 billion yen
Ratio	50.2%

■ Exchange rate

(yen)	2024/12 Q1 result	2025/12 Q1 result	2025-2027 Medium-term management plan
USD	149.88	151.21	140.00
RMB	21.00	20.99	19.50
EUR	162.15	159.35	155.00
CHF	170.19	168.68	165.00

■ FOREX sensitivity (This represents the effect to be expected on operating profit if the exchange rate fluctuates by one yen.)

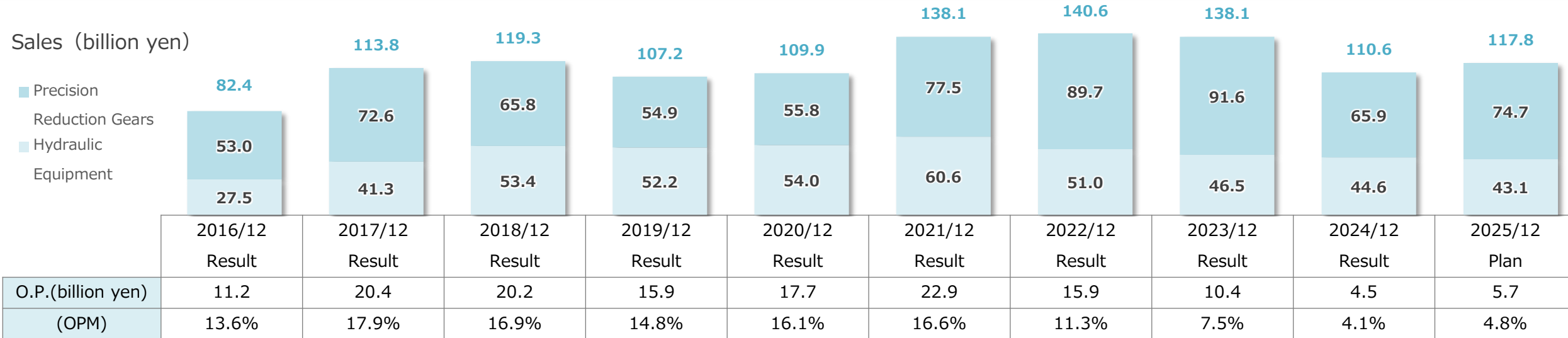
(million yen)	2025/12 Q1 result	
	Sales	O.P.
USD	35	14
RMB	500	10
EUR	20	5
CHF	58	1

2025/12 Full-year plan	
Sales	O.P.
201	73
1,899	53
91	22
244	13

Component Solutions Segment (CMP)

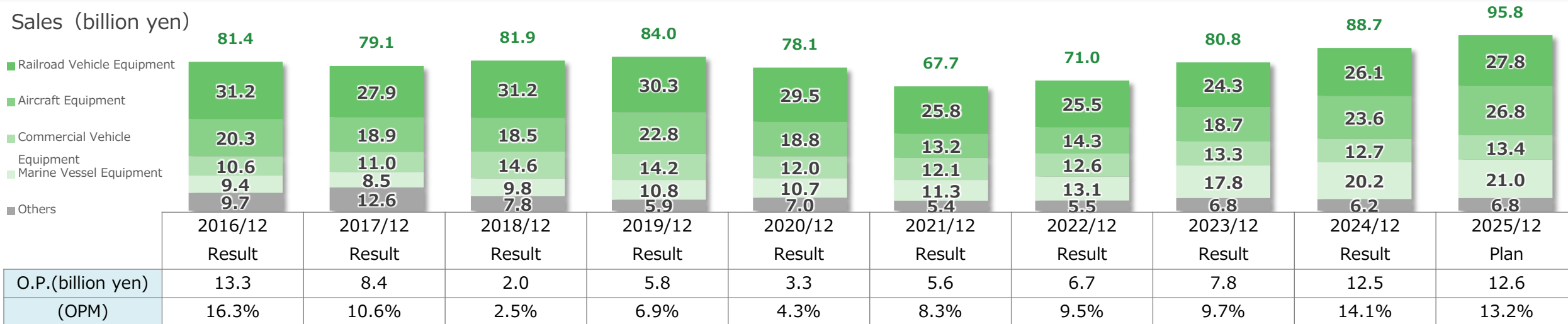
Innovation In Action
Vision 2030

Sales (billion yen)



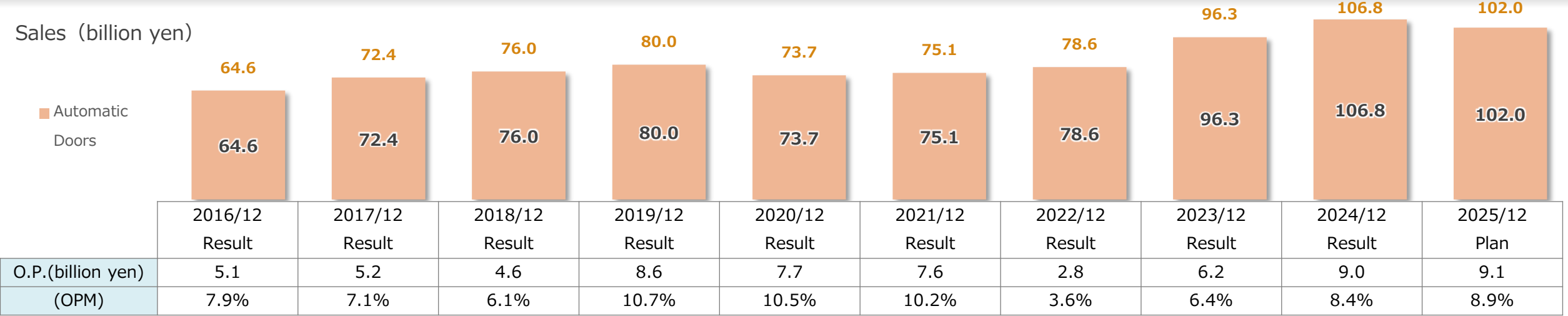
Transport Solutions Segment (TRS)

Sales (billion yen)



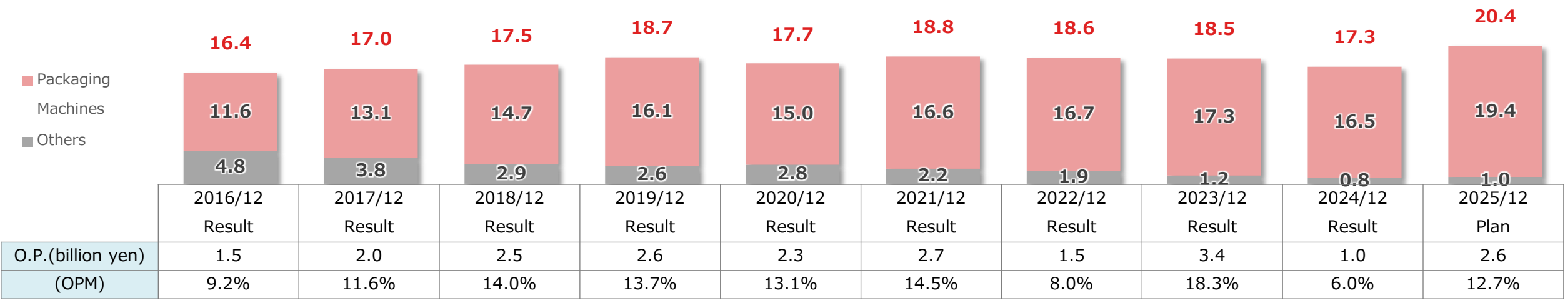
Accessibility Solution Segment (ACB)

Sales (billion yen)



Manufacturing Solutions Segment (MFR)

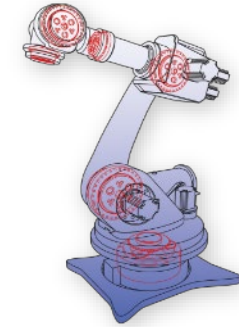
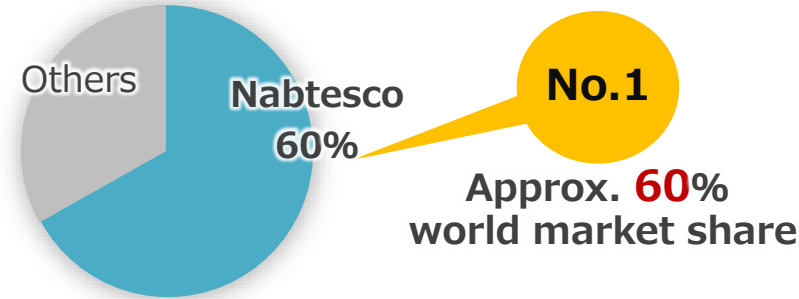
Sales (billion yen)



The market share is estimated by Nabtesco

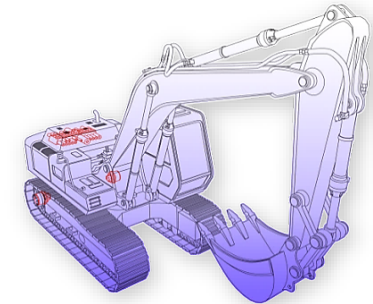
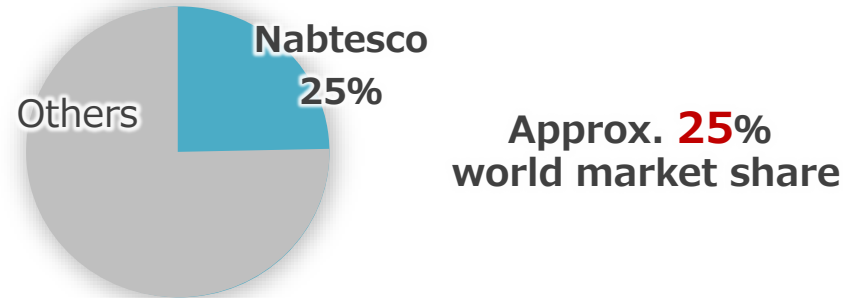
Precision Reduction Gears

- Joints of Medium and Large Size Industrial Robots



Hydraulic Equipment

- Traveling Units for Hydraulic Excavators



Main Customers

■ Precision Reduction Gears

Industrial Robots: Fanuc, Yaskawa Electric, KHI, KUKA Roboter (Germany), ABB Robotics (Sweden)

Machine Tools: Yamazaki Mazak, Okuma, DMG Mori Seiki

■ Hydraulic Equipment

Traveling Units: Komatsu, Sumitomo Construction Machinery, Kobelco Construction Machinery, Sany (China), XCMG (China), Liu Gong (China)

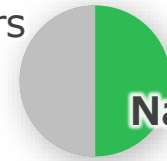
Railroad Vehicle Equipment

■ Brake Systems

■ Door Operating Systems

The market share is estimated by Nabtesco

Others

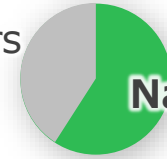


Nabtesco 50%

No.1

Approx. **50%** Domestic Market Share

Others



Nabtesco 60%

No.1

Approx. **60%** Domestic Market Share



Aircraft Equipment

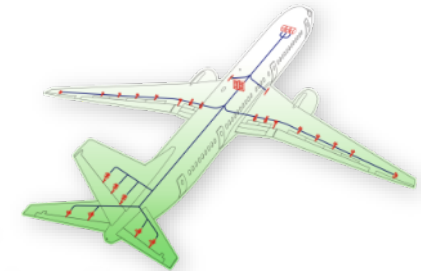
■ Flight Control Actuation Systems (FCA)

No.1



Nabtesco
100%

Approx. **100%**
market share for
domestically-produced aircrafts



Main Customers

■ Railroad Vehicle Equipment

JR Companies, Private railway companies, Hitachi, KHI, Bullet train and subway projects in China

■ Aircraft Equipment

Boeing, KHI, MHI, IHI, Japanese Ministry of Defense, Airline operators

The market share is estimated by Nabtesco

Commercial Vehicle Equipment

■ Wedge Chambers

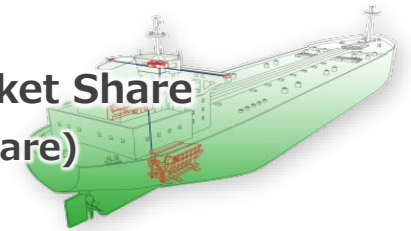


■ Air Dryers



Marine Vessel Equipment

■ 2ST Main Engine Control Systems



Main Customers

■ Commercial Vehicle Equipment

Isuzu, Hino, Mitsubishi Fuso Truck & Bus, UD Trucks

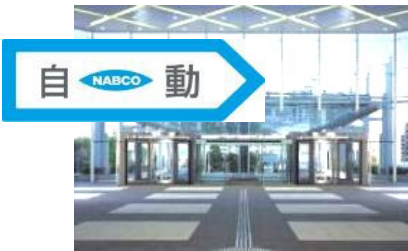
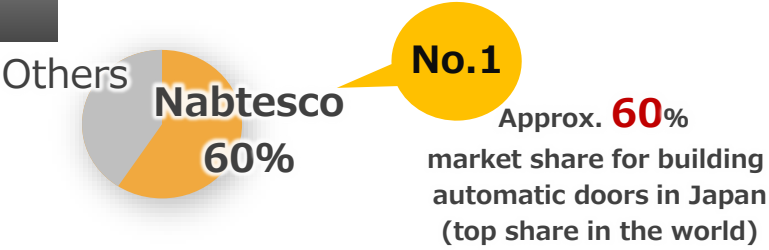
■ Marine Vessel Equipment

Japan Engine Corporation, KHI, Makita Corporation, Hitachi Zosen Marine Engine Co., Ltd., Mitsui Engineering & Shipbuilding, Hyundai Heavy Industries (Korea), Hudong Heavy Machinery (China), HSD Engine Co., Ltd. (Korea)

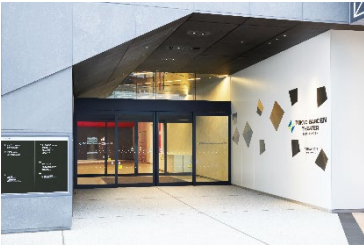
Main Products: Accessibility Solutions Segment (ACB)

Automatic Doors

■ Automatic Doors



The market share is estimated by Nabtesco



Main Customers

Automatic Doors for buildings: Major general contractors, sash manufacturers, hospitals, banks, public institutions, etc.
Platform Doors : JR Companies, Private railway companies, Subway projects in various countries

Main Products: Manufacturing Solutions Segment (MFR)

Packaging Machines

■ Packaging Machines
for Retort Pouch Foods



Main Customers

■ Packaging Machines

Mitsui DM Sugar, Ajinomoto, Marudai Food Co., Ltd., ARIAKE Japan, KENKO Mayonnaise, P&G, Kao, Lion, beverage companies in North America, food companies in China

Nabtesco

moving it. stopping it.

