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Innovation In Action
Vision 2030

Securities Code : 6268

FY2026/12 H1 Financial Results Briefing

August 5, 2026

Thank you for joining FY2026/12 H1 Financial Results Briefing

Preconditions for the Today’s Briefing

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Based on the share transfer agreement relating to the hydraulic equipment business of Nabtesco Corporation, hereinafter “the Company” and its consolidated subsidiaries entered into with Comer Industries S.p.A. on July 31, 2025, the Company consolidated this business into a newly established wholly owned subsidiary, Comtesco Corporation, through an absorption-type company split effective December 31, 2025. The Company subsequently completed the transfer of 70% of the issued shares of Comtesco Corporation on January 1, 2026. As a result, Corporation has become an equity-method affiliates of the Company. In addition, for the FY2025, the hydraulic equipment business has been classified as a discontinued operation. Accordingly, net sales, operating profit, and profit before income taxes are presented for continuing operations excluding discontinued operations, while interim profit (profit for the period) and interim profit attributable to owners of the parent (profit for the period attributable to owners of the parent) include the combined results of continuing and discontinued operations.

Please note the preconditions for the Today’s Briefing as you can see this slide

Agenda

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1. Overview for 2026/12

Kazumasa Kimura,
CEO

2. 2026/12 H1 Results and Forecast

Hiroshi Usui,
Managing Executive Officer,
Corporate Planning, Accounting & Finance, Information System, and
Corporate Communication dept

3. Appendices

CEO Mr. Kimura will be made a presentation of Overview for FY2026/12
Mr. Usui, Managing Executive Officer will elaborate FY2026/12 H1 Results and Full-year Forecast.

1. Overview for 2026/12

Kazumasa Kimura,
CEO

1-1. Overview for FY2026/12 H1 Results and revision of Full year forecast

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FY2026/12 H1				
	Results		YoY	vs. plan
Sales	167.4	billion yen	+17%	+6%
Operating Profit	15.8	billion yen	+72%	+41%
OPM	9.5%		+3.1pt	+2.4pt

FY2026/12 Full-year			
	Revised Plan		vs. previous plan
Sales	344.0	billion yen	+ 5%
Operating Profit	32.6	billion yen	+18%
OPM	9.5%		+1.0pt

2026/12 H1 Results

- Strong demand in CMP, TRS, and ACB, together with favorable FOREX effects, resulted in higher sales and operating profit both year-on-year and versus plan.
- Operating profit for the H1 FY2026/12 reached 9.5%, the second-highest level since the FY2021/12 H1.

2026/12 Full-year Plan

[Background to the revision of the full-year forecast]
- CMP : Strong H1 performance and a recovery trend exceeding initial expectations
- TRS : Reflects favorable FOREX effects and increased demand for marine vessel equipment in both new ship building and MRO markets
- ACB : Maintains the level of the previous forecast

CMP: Component Solutions Segment, TRS: Transport Solutions Segment, ACB: Accessibility Solutions Segment, MFR: Manufacturing Solutions Segment

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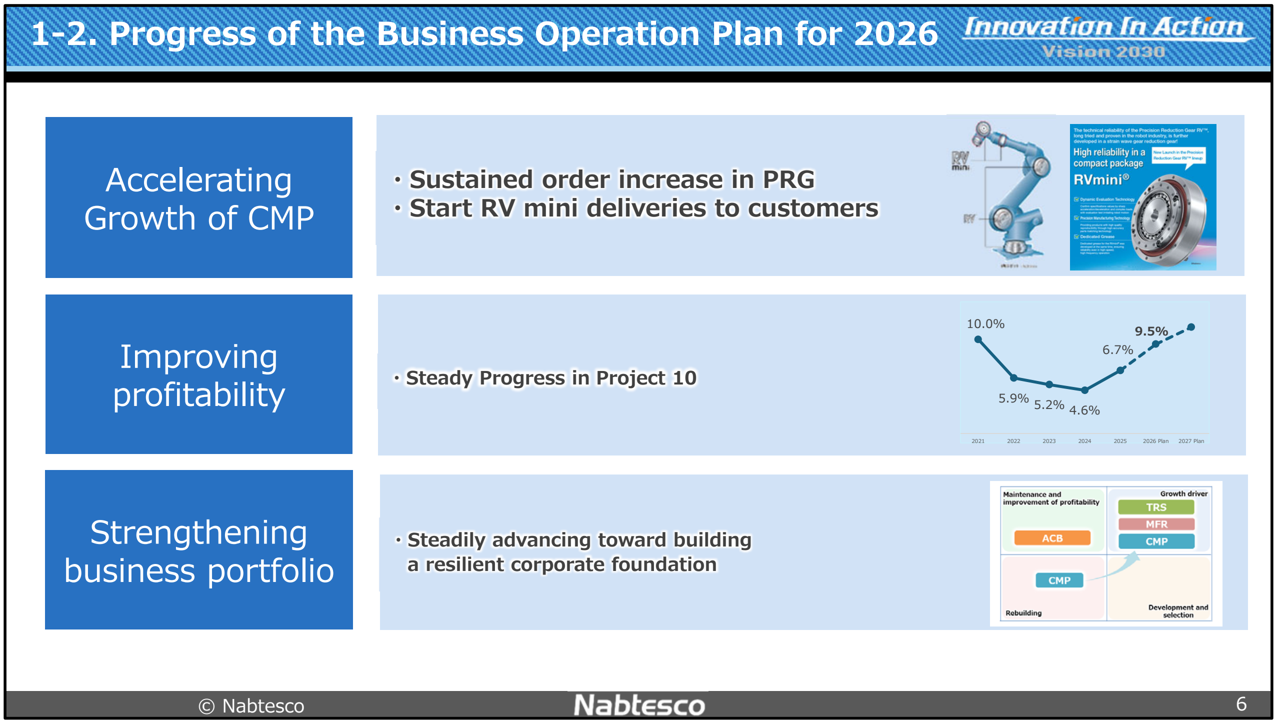
This is our overview for H1 results and full year forecast.
Sales increased 17% YoY to 167.4 billion yen and O.P. increased +72% YoY to 15.8 billion yen, OPM was 9.5% in FY2026/12.
Strong demand in CMP, TRS, and ACB, together with favorable FOREX effects, resulted in higher sales and operating profit both year-on-year and versus plan.
Operating profit for the H1 FY2026/12 reached 9.5%, the second-highest level since the FY2021/12 H1.

Nabtesco has announced revision of FY2026/12 plan.
Sales increased 5% to 344.0 billion yen, O.P. increased 18% to 32.6% compare to the previous plan and OPM will be 9.5%.
Background to the revision of the full-year forecast is as follows,
Strong H1 performance and a recovery trend exceeding initial expectations in CMP
Reflects favorable FOREX effects and increased demand for marine vessel equipment in both new ship building and MRO markets in TRS
Maintains the level of the previous forecast in ACB due to favorable business environment in automatic doors for buildings in overseas and platform doors in Japan.



This is Progress of the Business Operation Plan for 2026. Let me elaborate on each of these three points.
These three points were explained in FY2025/12 result briefing.

First, regarding the “acceleration of growth in the CMP”, we continue to see a steady increase in orders for precision reduction gears, including those for general industrial applications. In addition, we launched the RV mini® as planned and have already begun deliveries to customers.

Second, with respect to “improving profitability“ we are advancing Project 10, an initiative aimed to improve profitability across all of our businesses through measures such as operational efficiency improvements and cost optimization.

Third, regarding the strengthening of our business portfolio, we are making steady progress toward building a more resilient corporate foundation by optimizing our portfolio and reinforcing the competitiveness of each business.

I would now like to elaborate on each of these points in more details.

1-3. Growth of CMP | Order Trend and Production Capacity for PRG

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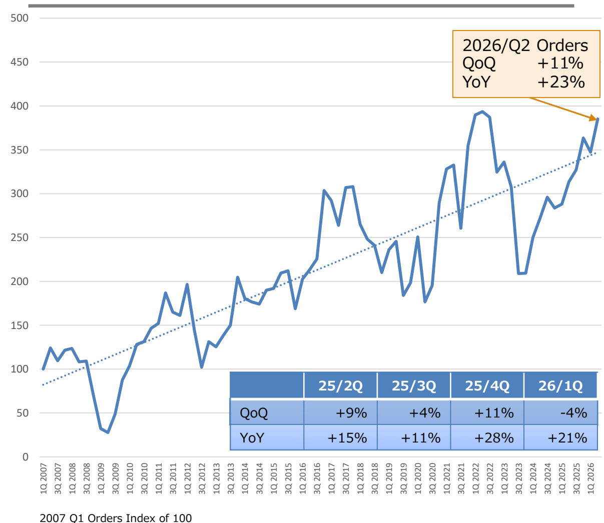
■Improved OPM driven by continued order growth and higher factory utilization ratio (2026/12 H1 OPM results was 10.6%)

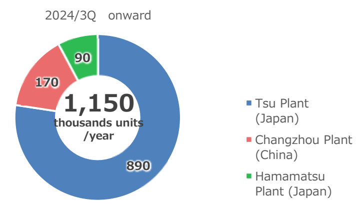
Order trend in Precision Reduction Gears



	25/2Q	25/3Q	25/4Q	26/1Q
QoQ	+9%	+4%	+11%	-4%
YoY	+15%	+11%	+28%	+21%

Production capacity and Utilization Ratio

■Production capacity



■Operating status of each plant

Plants	Utilization ratio				
	25/2Q	25/3Q	25/4Q	26/1Q	26/2Q
Tsu Plant (Japan)	65%	70%	70%	75%	85%
Changzhou Plant (China)	110%	110%	115%	90%	100%
Hamamatsu Plant (Japan)	Gradually expanding production volume				

*The above occupancy rate is calculated on the premise of 20 days / month by 3 shifts

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Regarding the acceleration of CMP growth, the left side chart shows the order trend in Precision Reduction Gears.
Precision Reduction Gears's orders in 26/Q2 were steadily increasing at QoQ+11% YoY+23%.

In line with the rise in orders, 26/Q2 capacity utilization ratio of the Tsu Plant was 85%, the Changzhou Plant was 100% and the Hamamatsu Plant was steadily.

1.4 Improving Profitability

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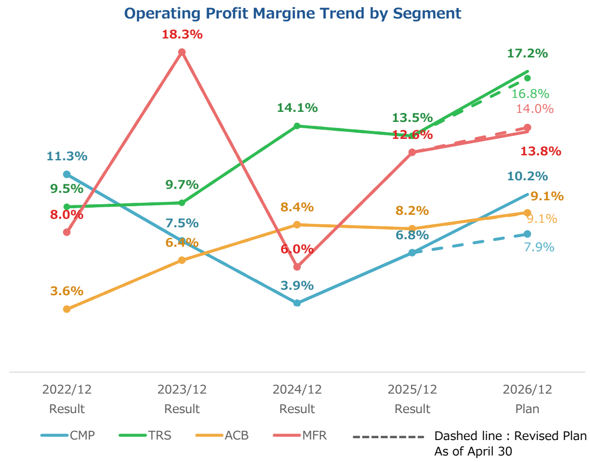
■Steady OPM improvement since the launch of Project 10



Segment	2024 Result (Exclude Hydraulic equipment)	2025 Result	2026 Revised plan (As of July 31)
CMP	3.9%	6.8%	10.2%
TRS	14.1%	13.5%	17.2%
ACB	8.4%	8.2%	9.1%
MFR	6.0%	12.6%	13.8%
Corporate or elimination (bn yen)	-12.3	-9.6	-9.8
Percentage of Sales	4.4%	3.1%	2.8%

Measures to further improve profit margins

CMP Segment
[Countermeasures]
- Expansion in growth markets such as semiconductor manufacturing equipment and logistics
- Productivity improvements through procurement cost reduction

ACB Segment
[Countermeasures]
- Review of overseas Platform door business
- Strengthening MRO

*Figures from 2024 onward exclude the Hydraulic Equipment Business

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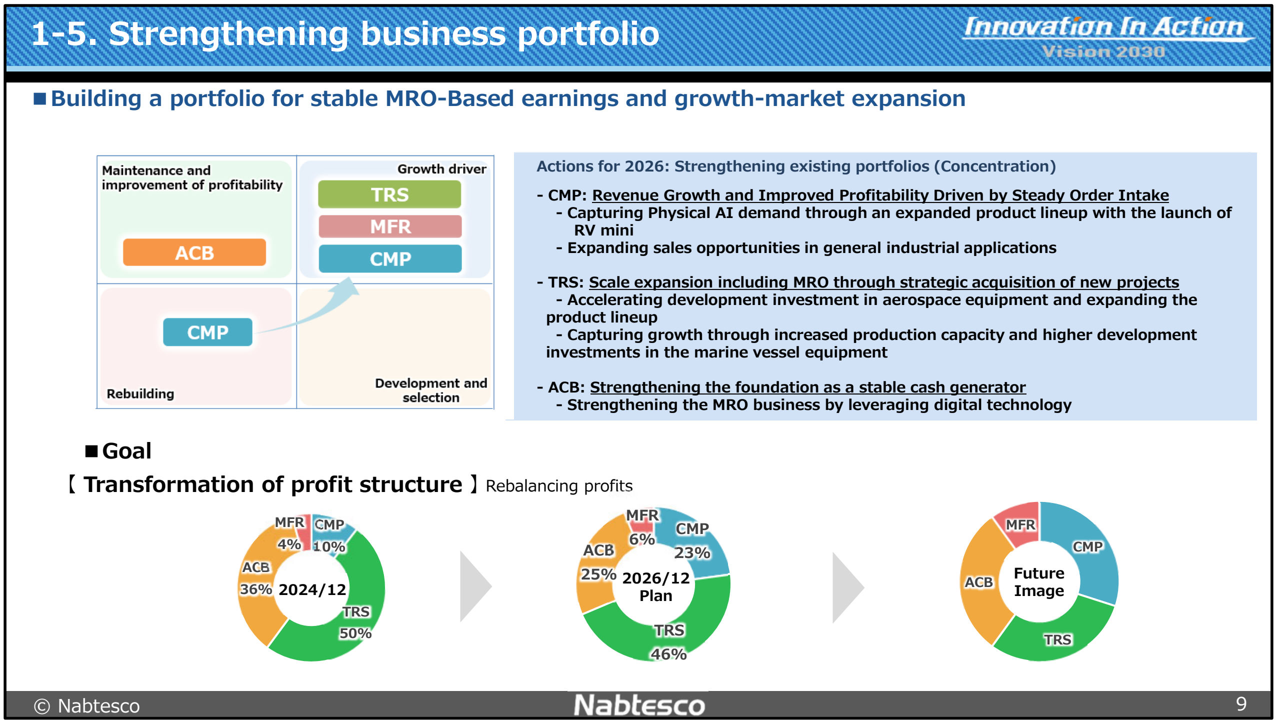
Next, I would like to discuss the improvement in profitability. This slide shows the operating profit margins of each segment, with the figures color-coded for ease of comparison.

CMP has progressed substantially, and TRS, MFR and ACB is almost as planned.

In terms of measures to further improve profitability, in the CMP segment, aiming to boost earnings by expanding sales in growing markets such as SPE and logistics, and by improving productivity, including by reducing procurement costs.

In the ACB segment, reviewing its overseas platform door businesses and is progressing on schedule. Also, we need to further strengthen MRO business.



We are progressing as planned toward building a resilient business portfolio by securing stable earnings through MRO and expanding sales and profits in growth markets. Since FY2026, we have shifted our focus toward strengthening and concentrating our existing portfolio.

In the CMP segment, we are driving revenue growth and improving profitability driven by steady order intake. We are also capturing Physical AI demand by expanding our product lineup with the launch of the RV mini. In addition, initiatives that we have cultivated in the general industrial market are beginning to bear fruit.
Through these efforts, we aim not only to grow the top line but also to further enhance profitability.

In the TRS segment, we are pursuing scale expansion, including MRO revenue growth, through the acquisition of new projects. We are accelerating development investments in aircraft equipment and expanding our product lineup. We also intend to capture growth opportunities in marine vessel equipment through capacity expansion and increased development investments.

In the ACB segment, we are strengthening our foundation as a cash-generating business by enhancing our MRO offerings through the use of digital technologies.

As part of the data solutions business outlined in our Mid-Term Management Plan, we aim to improve profitability through customer-focused digital solutions, including AD-Link in Japan and Gilgen Connect in overseas markets.

We also believe that our transformation toward a more sustainable and profitable earnings structure is steadily progressing and increasingly taking shape in line with our long-term vision.

2. 2026/12 H1 Results and Forecast

Hiroshi Usui,
Managing Executive Officer,
Corporate Planning, Accounting & Finance, Information System, and Corporate Communication dept

We elaborate FY2026/H1 results and forecast

2-1. FY2026/12 H1 Results

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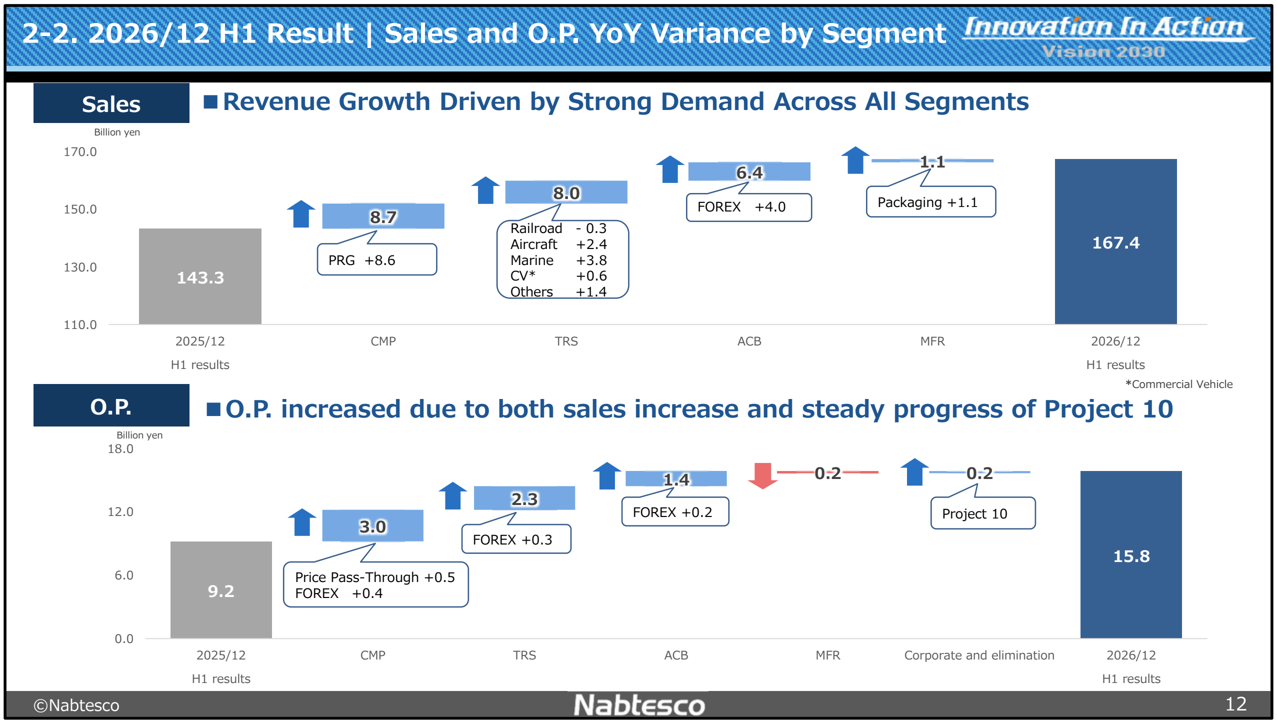
■Sales and All Profit Measures Increased YoY, Operating Margin Improving by 3.0%

(JPY billion)	FY2025/12 H1 Result (A)	FY2026/12 H1 Result (B)	YoY Varience (B-A)	YoY Varience% (B/A-1)	FY2026/12 H1 Plan (C)	Varience vs. plan (B-C)	Varience vs. plan % (B/C-1)
Sales	143.3	167.4	24.1	17%	157.4	10.0	6%
O.P.	9.2	15.8	6.7	72%	11.2	4.6	41%
Operating profit margin	6.4%	9.5%	3.0pt	-	7.1%	2.4pt	-
Finance Income and Cost	-0.6	0.1	0.7	-	-	-	-
Equity in earnings of affiliates	-0.0	3.2	3.2	-	-	-	-
Profit before tax	8.5	19.1	10.6	124%	12.0	7.1	59%
Net profit attributable to owners of the parent	6.5	12.4	5.9	91%	6.3	6.1	97%
Total basic earnings per share(JPY Yen)	54.20	105.94			53.76		
Dividends per share (JPY Yen)	40	41			41		

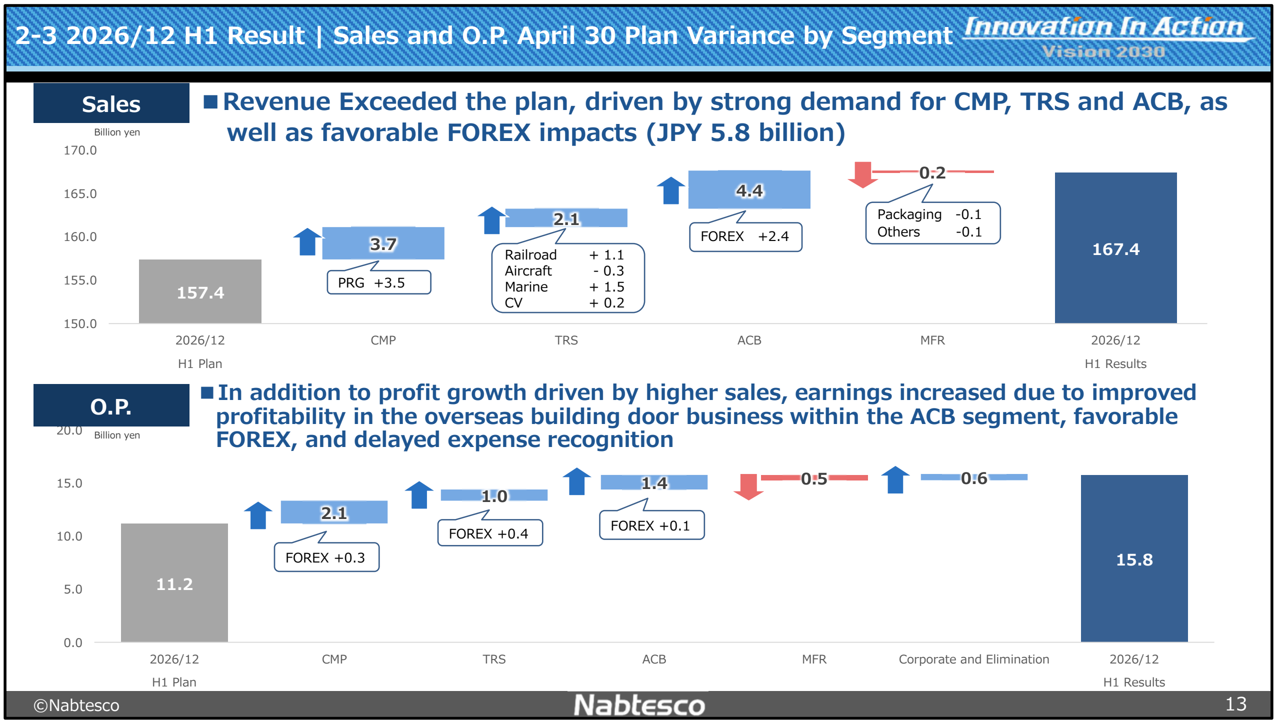
Consolidated first-half results are shown on this slide.

As explained in the business highlights section, both net sales and operating profit increased significantly year-on-year.
Furthermore, Equity in earnings of affiliates came in well above our original assumptions and YoY.
As a result, net profit attributable to owners of the parent for the first half totaled ¥12.4 billion, significantly exceeding our plan.



Net sales increased across all segments, supported by favorable demand conditions in all segments.

Operating profit also increased significantly from the profit due to sales increase, the cost reduction and profitability improvement initiatives under Project 10 progressed steadily, particularly in the CMP, TRS, and ACB segments.



This is a breakdown which compare result to previous plan
In addition to solid demand in the CMP, TRS, and ACB segments, foreign exchange effects contributed approximately ¥5.8 billion to revenue growth.

Operating profit also exceeded our plan due to sales increase, profitability improvements in the overseas building door business in the ACB segment, which had been a key management focus since the beginning of the fiscal year, progressed steadily. Favorable foreign exchange effects and the delayed recognition of certain expenses also contributed to the increase in profit.
The expenses whose recognition was delayed are expected to be recorded in the second half of the fiscal year.

2-4. Balance sheet | - as of the end of 2026/12 H1

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■ Items related to the Hydraulic Equipment Business decreased following the share transfer of Comtesco Corporation

(JPY billion)	End of FY2025/12 As of Dec. 31, 2025	End of 2026/12 H1 As of Jun. 30. 2026	Variance
Assets	464.0	455.9	-8.1
(Cash and cash equivalents)	73.3	99.6	26.2
(Trade receivable)	78.6	69.1	-9.6
(Inventories)	52.8	57.9	5.0
(Assets held for sale)	43.7	-	-43.7
(Non-current assets)	207.6	218.4	10.8
Liabilities	175.2	159.5	-15.6
(Borrowings)	45.0	43.4	-1.6
(Liabilities directly associated with assets held for sale)	12.3	-	-12.3
Total equities	288.8	296.4	7.5
(Other components of equity related to disposal groups held for sale)	1.9	-	-1.9
(Non-controlling interests)	16.9	11.9	-5.0
Equity attributable to owners of parent	271.9	284.5	12.6
Ratio of equity attributable to owners of parent :	58.6%	62.4%	3.8pt

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Turning to the balance sheet as of the end of the first half, following the transfer of shares of Comtesco (Hydraulic Equipment Business), assets held for sale, liabilities directly associated with assets held for sale, and other components of equity related to the disposal group held for sale all decreased.

As a result, our equity ratio (equity attributable to owners of the parent) improved to 62.4%, an increase from the level at the end of the previous fiscal year.

2-5. 2026 Full-year Revision Plan

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■Revenue and Earnings Growth Expected on Steady Profit Outlook

(JPY billion)	2026/12 Full-year Plan As of April 30 (A)	2026/12 Full-year Plan As of July 31 (B)	Varience vs. plan (B-A)	Varience vs. plan % (B/A-1)	2025/12 Full-year results (C)	Varience vs. plan (B-C)	Varience vs. plan % (B/C-1)
Sales	327.0	344.0	17.0	5%	307.9	36.1	12%
O.P.	27.7	32.6	4.9	18%	20.7	11.9	57%
Operating profit margin	8.5%	9.5%	1.0pt	-	6.7%	2.7pt	-
Profit before tax	28.6	36.3	7.7	27%	21.7	14.6	68%
Net profit attributable to owners of the parent	18.6	24.1	5.5	30%	15.7	8.4	54%
Total basic earnings per share(JPY Yen)	158.72	206.20	47.48	30%	131.56	75	57%
ROIC	5.8%	6.8%			4.4%		
ROE	6.5%	8.9%			5.8%		
Dividend per share（JPY Yen)	80.00	82.00			80.00		
DOE	3.6%	3.5%			3.6%		
（Payout ratio)	54.6%	39.8%			60.8%		
【FOREX】							
USD	145.00	154.29			149.78		
RMB	20.50	22.27			20.94		
EUR	170.00	179.91			169.53		
CHF	185.00	195.74			181.13		

July 31 plan reflects share repurchases announced on the same date

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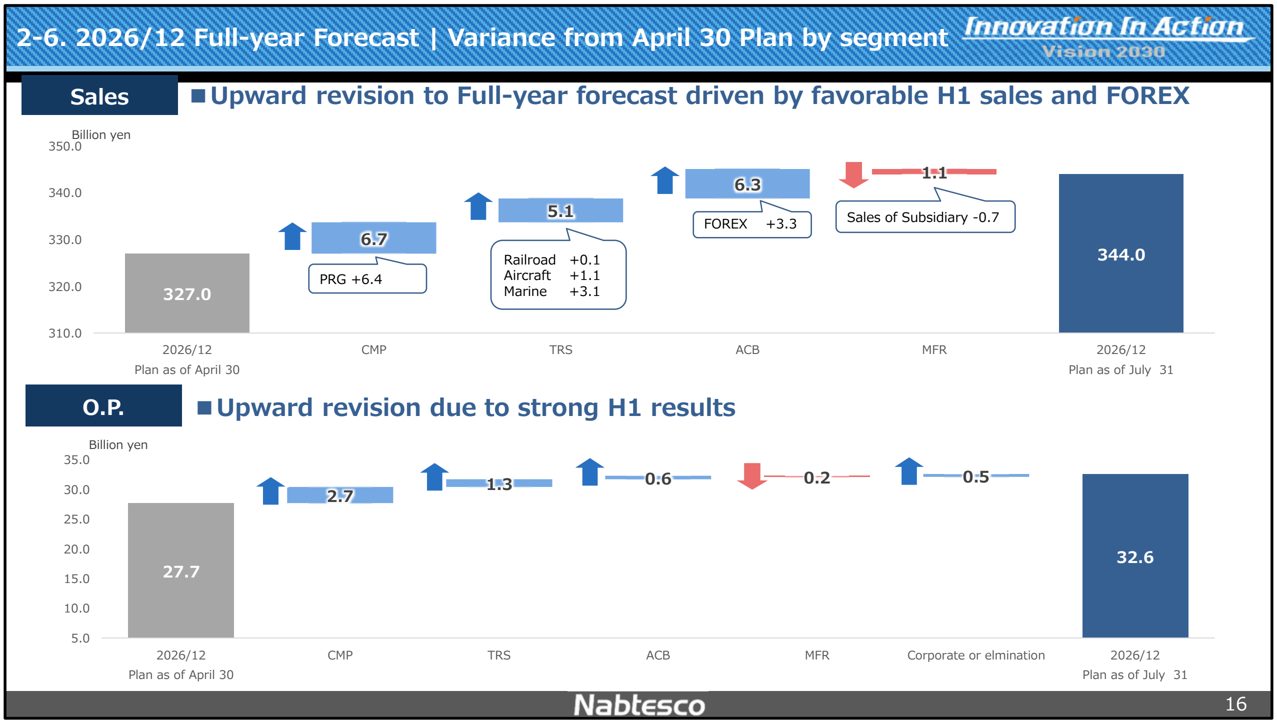
Reflecting our first-half results, we have revised our full-year guidance upward.
As highlighted earlier, we expect higher revenue for the full year, and our projected operating margin has improved to 9.5% from the level assumed in the original plan.
As a result, total basic earnings per share are now expected to reach ¥206.20, compared with our initial forecast of ¥158.72.

Our key financial indicators have also strengthened, with ROE expected to improve to 8.9%.
We continue to target a DOE of 3.5%, and there is no change to the planned dividend per share.
Overall, we expect significant year-on-year growth in both sales and profits.



This slide compares our previous forecast with the revised full-year plan.
Revenue is expected to increase significantly, driven by strong growth in the CMP, TRS, and ACB segments.
In particular, the TRS segment is benefiting from higher sales in both the aircraft and marine vessel equipment businesses.

In contrast, revenue in the MFR segment is expected to decline due to the impact of the divestiture of our subsidiary, CMET.

Operating profit is also projected to increase, primarily reflecting sales increase.

2-7-1. H1 Result and Forecast in CMP – 2026/12 -

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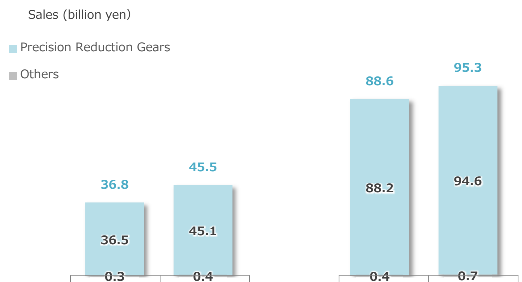
H1 Sales and O.P. increase YoY
Full-year plan increase Sales and O.P. vs. previous plan



	2025/12 H1 result	2026/12 H1 result	2026/12 Full-year plan as of April 30	2026/12 Full-year plan as of July 31
O.P. (JPY billion)	1.9	4.8	7.0	9.7
(OPM)	5.0%	10.6%	7.9%	10.2%
Order (JPY billion)	38.1	48.0		

Segment Results (YoY)

Business	Result
Precision Reduction Gears	【For Robotics】 CAPEX demand recovered in Chinese and Korean automobile manufacturers 【For non-Robotic】 Demand recovery in machines tools and SPEs
O.P.	Profitability improved due to sales increase, price pass-through However, there is a delay in the occurrence of some expenses, etc.

Full-year forecast

Business	Market Environment
Precision Reduction Gears	【For Robotics by country or region】 ・Japan : No significant changes in demand environment due to stable automation needs ・China : Steady demand due to capital expenditure of emerging EV manufacturers ・U.S. : Demand recovery in some automobile manufacturers will be expected ・Europe : Demand stagnation continues 【For non-Robotic】 Steady demand in machine tools and SPEs

Topics

Delivery of “RV mini” started from 2026 H2

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Next, let me walk you through the performance of each segment.

In the first half, sales, operating profit, and orders received all increased compared with the same period of the previous fiscal year.
This growth was primarily driven by a recovery in capital investment demand from automotive manufacturers in China and Korea for industrial robotics-related applications.
Demand also recovered in non-robotics markets, including machine tools and semiconductor manufacturing equipment.

Operating profit increased as a result of sales increase and the positive impact of price pass-through measures that we have steadily implemented.
In addition, some expenses were recognized later than originally planned.

Turning to the full-year outlook, we expect further profit growth driven by higher sales, along with continued improvements in profitability.
We do not see any significant change in the business environment from what we experienced in the first half.
However, we expect a recovery in demand from automotive manufacturers in North America to contribute to growth in the second half.

2-7-2. H1 Result and Forecast in TRS – 2026/12 -

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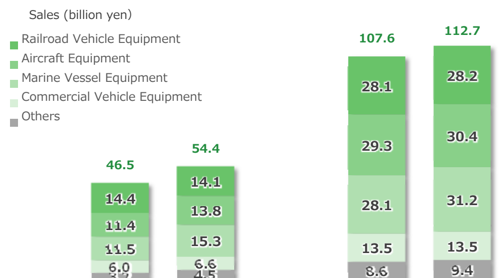
H1 Sales and O.P. increase YoY
Full-year plan increase Sales and O.P. vs. previous plan



	2025/12 H1 result	2026/12 H1 result	2026/12 Full-year plan as of April 30	2026/12 Full-year plan as of July 31
O.P.(JPY billion)	7.1	9.3	18.1	19.4
(OPM)	15.3%	17.2%	16.8%	17.2%
MRO ratio	40%	40%		
Order(JPY billion)	51.3	78.4		

Segment Results（YoY)

Business	Result
Railroad Vehicle	Sales slightly decrease due to the sale of a subsidiary in Europe although sales of Japan market and Chinese subways were solid
Aircraft Equipment	Sales increased due to the increased demand of commercial business
Marine Vessels	Sales increased due to the steady demand for new ship building primarily in China and MRO business
Commercial Vehicle	Sales increased due to gradual demand recovery in Japan market
Operating Profit	Profit increased due to sales increased
Order	Order trend in Q2 (YoY) : Aircraft +177% and Marine +29%

Full-year forecast

Business	Market Environment
Railroad Vehicle	Continued Restraint in Domestic New Vehicle Investment
Aircraft Equipemnt	【Defense】 Favorable demand continues
	【Commercial】 Production rate increase
Marine Vessels	Favorable demand for new ship building and MRO continues
Commercial Vehicle	Stable demand in Japan Southeast Asian market has been recovering

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Turning to the TRS segment, both sales and operating profit increased year on year in the first half, and operating margin also improved. Orders received rose significantly as well.

Looking at the business drivers, sales of railroad vehicle equipment were supported by solid demand in Japan and for subway projects in China.
However, due to the divestiture of our European subsidiary, revenue declined slightly overall.

In Aircraft equipment, revenue increased as demand from the commercial aircraft market continued to grow.

Marine vessel equipment also delivered higher revenue, driven by strong demand for both new ship building, particularly in China, and MRO services.

Commercial vehicle equipment recorded revenue growth as the domestic market continued its gradual recovery.

With respect to orders received, aircraft equipment was the primary growth driver.
Orders in the aerospace business increased 177% year on year in the second quarter.
Marine vessel equipment also contributed to the strong order performance.

Turning to the full-year outlook, we have revised our forecast upward and now expect both revenue and operating profit to exceed the original plan, although the increase is not substantial.
We also expect a modest improvement in operating margin for the full year.

2-7-3. H1 Result and Forecast in ACB – 2026/12 -

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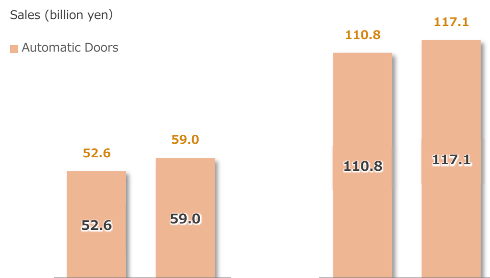
H1 Sales and O.P. increase YoY
Full-year plan increase Sales and O.P. vs. previous plan



	2025/12 H1 result	2026/12 H1 result	2026/12 Full-year plan as of April 30	2026/12 Full-year plan as of July 31
O.P. (JPY billion)	4.2	5.7	10.1	10.7
(OPM)	8.1%	9.6%	9.1%	9.1%
MRO ratio	45%	45%		
Order (JPY billion)	51.2	61.0		

Segment Results（YoY）

Business	Result
Automatic door	【Japan】New building doors experienced a slight decrease due to being in transitional period
	【Overseas】Demand recovery in Europe and North America
PD*	【Japan】Sales increased accordingly progress of projects
	【Overseas】Decreased in sales accordingly progress of projects
Operating Profit	Increase profit due to increased sales and profitability improvement of overseas businesses

Full-year forecast

Business	Market Environment
Automatic door	【Japan】 Demand for new buildings is in transitional period continuously
	【Overseas】 Demand in Europe and North America expected to remain steady as expected
PD*	【Japan】 Steady demand will be expected
	【Overseas】 Hong Kong and Glasgow project remains as a platform door business with installation work

*PD: Platform door

Turning to the ACB segment, both sales and operating profit increased year on year in the first half, with the operating margin improving to 9.6%.

Looking at the business environment, the automatic door business for buildings in Japan remains in a temporary slowdown period between major projects.
However, the recovery in Europe and North America has been a key driver of growth.

In the platform door business, we are continuing to withdraw from overseas projects that include installation work, while domestic projects are progressing steadily.
In addition to the profit contribution from higher sales, profitability in our overseas operations improved, resulting in a significant increase in earnings.

As for the full-year outlook, we do not see any material changes in the business environment, and we expect the favorable conditions experienced in the first half to continue through the second half.

2-7-4. H1 Result and Forecast in MFR – 2026/12 -

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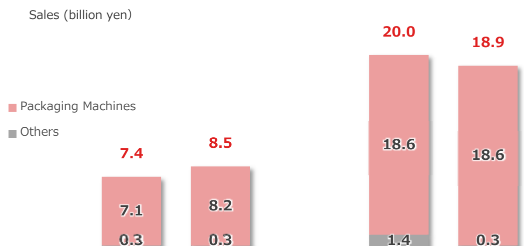
H1 sales increase but O.P. decrease YoY
Full-year plan decrease the sales and O.P. vs. previous plan



	2025/12 H1 result	2026/12 H1 result	2026/12 Full-year plan as of April 30	2026/12 Full-year plan as of July 31
O.P. (JPY billion)	0.7	0.5	2.8	2.6
(OPM)	9.4%	5.8%	14.0%	13.8%
MRO ratio (Packaging machines)	35%	30%		
Order (JPY billion)	8.5	11.1		

Segment Results（YoY）

Business	Result
Packing Machine	Sales increased due to equipment renewal demand and production increase demand at Japanese food manufacturers Overseas sales decreased due to the weak demand in Asian market mainly
Operating Profit	Profit decreased due to sales decrease for new packaging machine demand in overseas

Full-year forecast

Business	Market Environment
Packing Machine	【Japan】 Favorable demand mainly in food manufacturers continues
	【Overseas】 Demand is recovering in Europe and China

Topics

・Transferred CMET (3D printer business) to best-owner on June 30

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Turning to the MFR segment, revenue increased year on year in the first half, while operating profit came in slightly below the level of the previous year.

Orders received increased, and market conditions remain very strong, particularly in Japan. Overseas markets, however, continued to recover at a slower pace, which was reflected in the first-half performance.

Looking at the full-year outlook, we expect solid demand in Japan to continue, and we are also seeing signs of improving demand in overseas markets. Accordingly, there has been no change to our outlook for the packaging machinery business itself.
However, revenue will be lower than the previous forecast due to the impact of the divestiture of CMET.

2-8. Reasons for the share repurchase

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Shareholder's Return Policy during Medium-term Management Plan

Approx. DOE* 3.5% with stable dividend and share buyback in accordance of financial condition

Reasons

1. Enhance capital efficiency by optimizing the equity ratio
2. Maintain agile shareholder returns while balancing growth investments, financial soundness and shareholder returns

Detail

- Acquisition Period : August 3, 2026 through to November 30, 2026
- Total amount of share acquisition cost : Up to JPY 15 billion (Total shareholder return will be 102% in FY2026/12)
- Total number of shares which can be acquired : Up to 4 million shares
- Method of acquisition : Open market purchase on the Tokyo Stock Exchange
- Scheduled date for the cancellation : December 15, 2026

Nabtesco 21

As announced in our Mid-Term Management Plan, our shareholder return policy is based on maintaining a stable dividend with a DOE target of 3.5%, while also conducting share buyback (repurchases) in a flexible and timely manner.

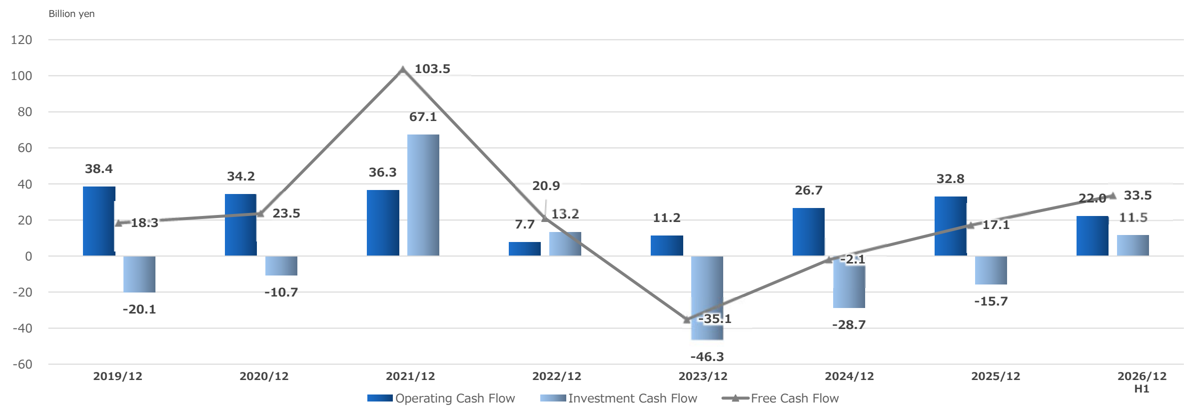
Based on this policy, and with a view to improving capital efficiency through the optimization of our equity ratio, which has risen to 62.4%, we have decided to implement this share repurchase while maintaining an appropriate balance among growth investments, financial soundness, and shareholder returns.

As previously announced, the program has a maximum value of ¥15 billion.
All shares acquired under this program are scheduled to be cancelled.
If the share repurchase is executed in full, our total payout ratio will reach 102%.

This concludes my presentation.

Appendicies

Cash flow


Billion yen
120
100
80
60
40
20
0
-20
-40
-60
38.4
18.3
-20.1
34.2
23.5
-10.7
36.3
103.5
67.1
7.7
20.9
13.2
11.2
-35.1
-46.3
26.7
-2.1
-28.7
32.8
17.1
-15.7
22.0
33.5
11.5
2019/12
2020/12
2021/12
2022/12
2023/12
2024/12
2025/12
2026/12
H1
Operating Cash Flow
Investment Cash Flow
Free Cash Flow

CAPEX, R&D and Depreciation

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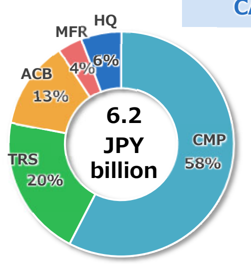
■CAPEX used in renewal of production equipment's and facilities mainly

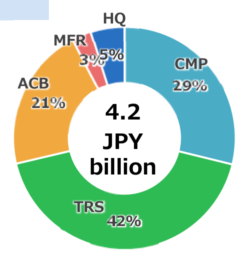
(JPY billion)	2025/12 H1 (A)	2026/12 H1 (B)	YoY (B-A)
CAPEX	6.2	4.2	-2.1
R&D	5.3	6.2	0.8
Depreciation	8.1	8.6	0.5

2026/12 Full-year plan As of Feb. 12	2026/12 Full-year plan As of Jul. 31
12.5	13.0
12.7	13.2
16.8	16.5

CAPEX by Segment



2025/12 H1



2026/12 H1

FY2025 Results doesn't include hydraulic equipment business

Sales by Geographic Segment

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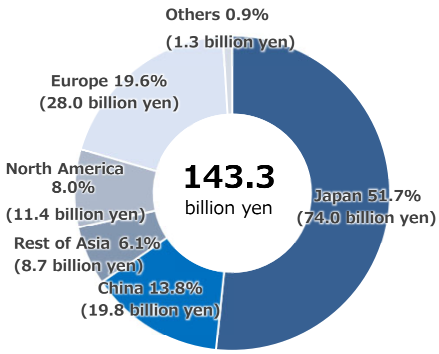
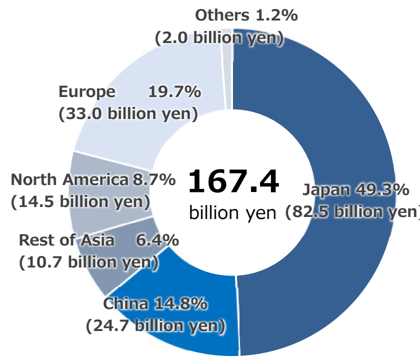
2025/12 H1



Oversea sales	69.3 billion yen
Ratio	48.3%

2026/12 H1



Oversea sales	84.9 billion yen
Ratio	50.7%

FOREX

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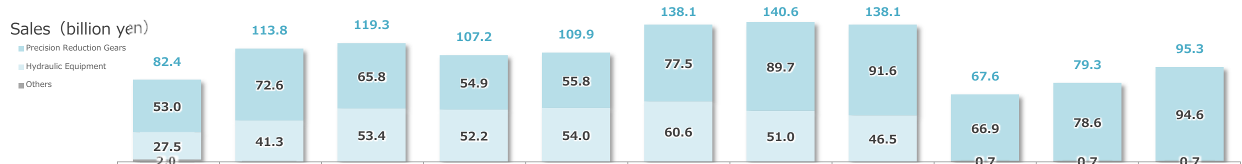
■ Exchange rate

(JPY)	2025/12 H1 Results	2026/12 H1 Results	2026/12 H2 Plan	2026/12 Full-year forecast
USD	147.48	158.59	150.00	154.29
RMB	20.47	23.05	21.50	22.27
EUR	162.24	184.83	175.00	179.91
CHF	172.51	201.48	190.00	195.74

■ Exchange rate sensitivity (amount of impact when the exchange rate fluctuates by 1 yen)

(JPY million)	2026/12 H1		2026/12 Full-year	
	Sales	O.P.	Sales	O.P.
USD	86	30	218	63
RMB	802	119	1,568	246
EUR	39	4	85	9
CHF	124	6	260	11

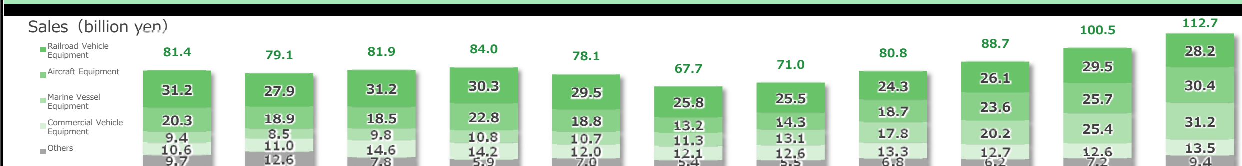
Component Solutions Segment (CMP)



	2016/12 Result	2017/12 Result	2018/12 Result	2019/12 Result	2020/12 Result	2021/12 Result	2022/12 Result	2023/12 Result	2024/12 Result	2025/12 Result	2026/12 Plan as of July 31
O.P.(JPY billion)	11.2	20.4	20.2	15.9	17.7	22.9	15.9	10.4	2.7	5.4	9.7
(OPM)	13.6%	17.9%	16.9%	14.8%	16.1%	16.6%	11.3%	7.5%	3.9%	6.8%	10.2%

*Following the company split of the Hydraulic Equipment Business in FY2025, the business has been excluded from the above table since FY2024

Transport Solutions Segment (TRS)



	2016/12 Result	2017/12 Result	2018/12 Result	2019/12 Result	2020/12 Result	2021/12 Result	2022/12 Result	2023/12 Result	2024/12 Result	2025/12 Result	2026/12 Plan as of July 31
O.P.(JPY billion)	13.3	8.4	2.0	5.8	3.3	5.6	6.7	7.8	12.5	13.6	19.4
(OPM)	16.3%	10.6%	2.5%	6.9%	4.3%	8.3%	9.5%	9.7%	14.1%	13.5%	17.2%

*The order of explanation of the business units has been changed.

Accessibility Solutions Segment (ACB)

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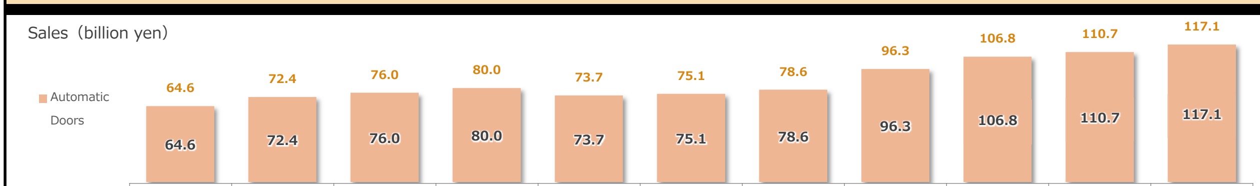
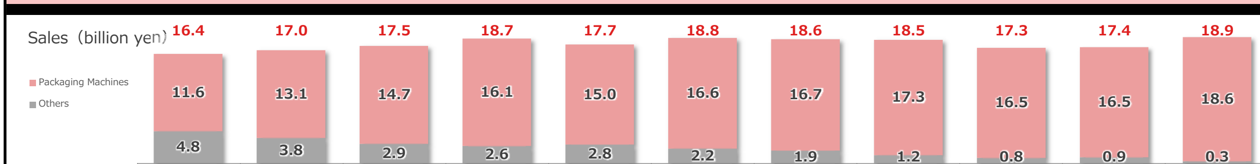


	2016/12 Result	2017/12 Result	2018/12 Result	2019/12 Result	2020/12 Result	2021/12 Result	2022/12 Result	2023/12 Result	2024/12 Result	2025/12 Result	2026/12 Plan as of July 31
O.P.(JPY billion)	5.1	5.2	4.6	8.6	7.7	7.6	2.8	6.2	9.0	9.1	10.7
(OPM)	7.9%	7.1%	6.1%	10.7%	10.5%	10.2%	3.6%	6.4%	8.4%	8.2%	9.1%

Manufacturing Solutions Segment (MFR)



	2016/12 Result	2017/12 Result	2018/12 Result	2019/12 Result	2020/12 Result	2021/12 Result	2022/12 Result	2023/12 Result	2024/12 Result	2025/12 Result	2026/12 Plan as of July 31
O.P.(JPY billion)	1.5	2.0	2.5	2.6	2.3	2.7	1.5	3.4	1.0	2.2	2.6
(OPM)	9.2%	11.6%	14.0%	13.7%	13.1%	14.5%	8.0%	18.3%	6.0%	12.6%	13.8%

Main Products: Component Solutions Segment (CMP)

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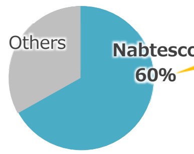
The market share is estimated by Nabtesco

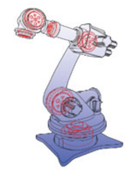
Precision Reduction Gears

■Joints of Medium and Large Size Industrial Robots



No.1

Approx. 60% world market share



Example of non robotics usage

Machine Tools	Welding	Semi-Conductor	Communication	Medical	Logistics
Tools changer/ Trunnion table	Positioners	Chamber/Handling system	Antena	X-RAY	AGV/AMR

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

Main Products: Transport Solutions Segment (TRS)

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The market share is estimated by Nabtesco

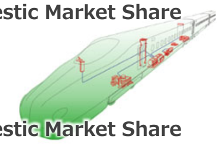
Railroad Vehicle Equipment

■Brake Systems

No.1 Approx. **50**% Domestic Market Share

■Door Operating Systems

No.1 Approx. **60**% Domestic Market Share



Aircraft Equipment

■Flight Control Actuation Systems (FCA)

No.1

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 and other countries

■Aircraft Equipment

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

Main Products: Transport Solutions Segment (TRS)

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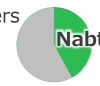
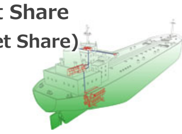
Marine Vessel Equipment

The market share is estimated by Nabtesco

■ 2ST Main Engine Control Systems

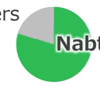


Approx. **40**% World Market Share
(Approx. 45% Domestic Market Share)



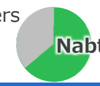
Commercial Vehicle Equipment

■ Wedge Chambers



No.1 Approx. **80**% Domestic Market Share

■ Air Dryers



No.1 Approx. **60**% Domestic Market Share

Main Customers

■ 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)

■ Commercial Vehicle Equipment   Isuzu, Hino, Mitsubishi Fuso Truck & Bus, UD Trucks

Main Products: Accessibility Solutions Segment (ACB)

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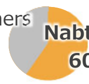
Automatic Doors

The market share is estimated by Nabtesco

■ Automatic Doors



No.1
Approx. 60%
market share for building automatic doors in Japan
(top share in the world)

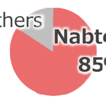
Main Customers

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



No.1
Approx. 85%
domestic market share

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