(Translation) This document has been translated from the Japanese original for the convenience of overseas stakeholders

Q2 FY2026 Financial Results Briefing Q&A

Date and time: Wednesday, August 5, 2026, 10:00–11:00

No.	Topic	Q	A
1	Overall	Looking at progress under the Medium-Term Management Plan, CMP is currently slightly less than 5% short of the OPM referential target excluding the hydraulic equipment business. Are there any measures to achieve the target? Also, TRS has already achieved its OPM target; are there any new OPM targets?	We will pursue both sales expansion and profitability improvement in CMP. Over the medium to long term, we aim to expand the scale of the business through increasing sales of RV mini and general industrial applications, and higher utilization rate at the Hamamatsu Plant. Regarding TRS, supported by favorable market conditions in the aircraft equipment and marine vessel equipment businesses, we will continue to expand sales and increase profit amount.
2	Overall	The upward revision to the full-year plan appears to reflect the strong H1 performance, while the second-half plan does not seem to have changed significantly. Are there any concerns for H2?	We do not see any major risk factors in the H2 plan. The situation in the Middle East remains a concern in terms of downward pressure on the global economy, and cost increases due to inflation have been factored in within our assumptions.
3	Overall	CMP's OPM is 10.6% in H1 and 9.8% in H2, while TRS's OPM is 17.2% in H1 and 17.0% in H2. Compared with H1, OPM appears to deteriorate in H2. What is the background behind this?	There has been a shift of expenses from H1 to H2, amounting to JPY0.6 billion in CMP and JPY 0.5 billion in TRS. Taking these into account, CMP's OPM would be 9.3% in H1 and 11.0% in H2, while TRS's OPM would be 16.3% in H1 and 18.1% in H2. Therefore, profitability is on an upward trend from H1 to the H2.
4	Overall	Based on your company's foreign exchange sensitivity, the foreign exchange impact appears to have been quite large year on year. What were the factors behind this?	We believe there are no major changes in the business structure itself. Due to substantial changes in exchange rates compared with both the same period of the previous year and the initial plan, there were significant foreign exchange impact

(Translation) This document has been translated from the Japanese original for the convenience of overseas stakeholders

No.	Topic	Q	A
5	Overall	The company announced acquisition of Own Shares (share buyback), and if it proceeds as planned, the ROE target will be 8.9%. Are there any specific capital policies in place to achieve ROE of 10.0%?	The immediate priority is how to drive sales growth in CMP and TRS. At the same time, we will also pursue a disciplined capital policy in parallel.
6	CMP	At the previous financial results briefing, you mentioned that a recovery in demand for industrial robots in the United States was not yet visible. Are there any signs of recovery now?	Based on recent trends, we recognize that signs of recovery have started to emerge for H2.
7	CMP	What is your outlook for CMP's performance in H2?	We expect the favorable trend seen in H1 to continue in H2, with progress in line with our assumptions at the beginning of the fiscal year. At present, we do not see any downward trend in orders, and we are gaining confidence in expanding sales not only for industrial robots but also for general industrial applications.
8	CMP	How much of the increase in CMP profit was attributable to price pass-through?	JPY 0.5 billion price pass-through effect was included in H1 profit on YoY .
9	CMP	To what extent is RV mini contributing to orders and sales?	Shipments have started from H2, with sales of slightly less than JPY 0.2 billion. Although its sales is still small, we will promote sales expansion as one action for expanding the CMP business area.

(Translation) This document has been translated from the Japanese original for the convenience of overseas stakeholders

No.	Topic	Q	A
10	CMP	Please tell us about the expected sales scale of RV mini for next fiscal year and customer feedback. Also, in what countries and for what types of equipment are you considering expanding its applications from next fiscal year onward?	RV mini is designed with specifications that allow it to be adopted in equipment for general industrial applications, and we are receiving inquiries. We will first enter the wrist-axis application of six-axis vertically articulated industrial robots, while also considering adoption in collaborative robots and machine tools. Although we cannot provide a specific numerical target for next year, deliveries to existing customers have started from H2, and we intend to increase the number of robot models from customers in which RV mini is installed.
11	CMP	How are sales of Monocrank and AMRs progressing?	We believe it will still take some time before Monocrank contributes to sales. Since its announcement at an exhibition, we have received many inquiries, andWe see this market as a key growth driver and intend to nurture it into one of the pillars of our future growth.. As for AMR, in collaboration with the packaging machinery business, deliveries to customers began this spring, and we expect it to contribute to the business going forward.
12	TRS	Is there any shortage of production capacity in the aircraft equipment business? Is additional investment necessary?	At present, there is no shortage of production capacity. The expansion of the Gifu Plant has already been completed based on the assumption that Boeing's production rate would increase, so we have sufficient space. We plan to expand production capacity in line with the launch of the 777X in 2027.

(Translation) This document has been translated from the Japanese original for the convenience of overseas stakeholders

No.	Topic	Q	A
13	ACB	Although ACB accounts for one-third of companywide sales, its OPM has not reached 11.2%, the reference target under the Medium-term Management Plan, even amid the tailwind from the weaker yen. Are there any measures to improve OPM going forward?	We recognize improving ACB ’ s profitability as a major challenge and have already decided to withdraw from construction-inclusive projects in the overseas platform screen door business, which is unprofitable. Only two projects remain, in Hong Kong and Glasgow, and they are scheduled to be completed next year. We will focus on the automatic door business for buildings and, by leveraging digital technologies, shift from time-based maintenance to monitoring-based maintenance.