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

Q3 FY2026 Financial Results Briefing Q&A

Date and time: Friday, November 13, 2026, 17:30–18:15

| No | Category | Q | A |
|---|---|---|---|
| 1 | Overall | Is the effect of the price pass through target in Project10 progressing as expected? | We have achieved the original target, but the impact of cost increases, such as higher material prices, was greater than originally expected. |
| 2 | Overall | How large was the impact of foreign exchange on the business as a whole? In Q3 | For first nine months, foreign exchange had a positive effect of ¥10.1 billion on sales and ¥1.3 billion on operating profit. |
| 3 | CMP | Do you expect the strong orders in CMP to continue into next fiscal year? Also, in connection with the growth in orders, when do you plan to expand capacity at the Hamamatsu Plant? | There has been no major change in the current order trend, and we are neither optimistic nor pessimistic about the order level for next fiscal year. As for production capacity, because the Tsu Plant still has room in its utilization rate, we will carefully determine the timing of capacity expansion at the Hamamatsu Plant in line with demand. |
| 4 | CMP | How do you view demand for robots from the automotive industry in North America? | We saw almost no demand last year, but we sense that demand has gradually started to move in 2026. In terms of earnings, we expect it to contribute next fiscal year. |
| 5 | CMP | Is the sales target in 2026 for RVmini still ¥200 million? | There is no change. It has been well received by a variety of customers, and we expect it to expand. Because the actual timing of adoption depends on customers, we will report when there is progress. |

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

| No | Category | Q | A |
|---|---|---|---|
| 6 | CMP | The Q4 OPM outlook for CMP is 8.9% on a net basis, lower than in Q1–Q3. Why will profit decline even though sales are expected to increase? | Q4 is inherently a quarter in which expenses, including taxes, tend to be incurred. In addition, as of the first half of 2026 there were cost delays of ¥600 million, and we expect ¥200 million to be incurred in Q3 and ¥400 million in Q4. As a result, the Q4 OPM is expected to be lower. |
| 7 | CMP | Is the decline in CMP's Q3 OPM compared with Q2 due to factors such as raw material cost increases, in addition to delays in the incurrence of expenses? | It is due to the Q2 OPM having been at a high level because of cost delays. We understand that the rise in raw material prices is within the planned range. |
| 8 | CMP | What is behind the fact that orders for reducers have already reached their past peak, even though automotive-related investment is stagnant? | The automotive industry as a whole cannot be called strong, but we understand that competition among Chinese automakers is boosting demand independently of overall business sentiment. In addition, we believe that higher unit prices for precision reduction gears are one of the factors. |
| 9 | TRS | Is the order situation in the marine vessel equipment business at a high level in Q3? | In Q3 alone, orders were up 15% QoQ and 26% YoY, and a favorable demand environment continues, mainly in China. |
| 10 | TRS | The Q4 OPM for TRS is about 15% on a net basis, lower than in Q1–Q3. Are there any one-time factors? | TRS also has a cost delay of ¥500 million, which we expect to be incurred in Q4. As a result, the Q4 OPM is expected to be lower. |
| 11 | TRS | TRS's Q3 OPM appears to have stepped up QoQ. What is behind the improvement in profitability? | The main factors are delays in the incurrence of expenses and a change in the sales mix within TRS. |