

Stock Information (as of March 31, 2026)

Authorized shares 320,000,000 shares
 Issued shares 48,000,000 shares
 Number of shareholders 10,238

Major shareholders (Top 10)

Shareholders	Investment in the Company	
	Number of shares held	Holding ratio
	Thousands	%
The Master Trust Bank of Japan, Ltd. (Trust account)	5,691	12.21
Custody Bank of Japan, Ltd. (Trust account)	2,264	4.86
Daishi Hokuetsu Bank, Ltd.	2,184	4.68
Sumitomo Mitsui Banking Corporation	1,516	3.25
Tsugami Customers' Shareholding Association	1,161	2.49
The Dai-ichi Life Insurance Company, Limited	1,102	2.36
THE BANK OF NEW YORK MELLON 140044	1,053	2.26
STATE STREET BANK AND TRUST COMPANY 505223	1,012	2.17
THE BANK OF NEW YORK 133652	941	2.02
HSBC HONG KONG-TREASURY SERVICES A/C ASIAN EQUITIES DERIVATIVES	925	1.98

Notes: 1. In calculating the ratio of holdings, treasury stock was excluded. The ratio was rounded down to the second decimal place.
 2. There are 1,412 thousand shares of treasury shares listed in the shareholders' register other than the shares listed in the table above.

Corporate Data (as of March 31, 2026)

Corporate Name TSUGAMI CORPORATION
 Established March 15, 1937
 Head Office 12-20, Tomizawa-cho, Nihonbashi, Chuo-ku, Tokyo
 Share Capital 12,345 million yen
 Number of Employees 3,515 (Consolidated)
 Directors and Auditors (as of June 17, 2026)

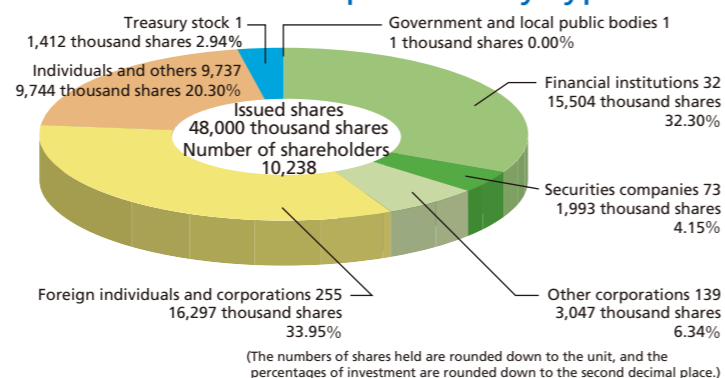
Director (Chairman) Michiyo Yamamiya
 Representative Director and President Nobuhiro Watabe
 Representative Director Mami Matsushita
 Director Wang Xiaokun
 Director (Audit & Supervisory Committee member) Shu Hamba
 Director (Audit & Supervisory Committee member) Yoshimi Takeuchi
 Director (Audit & Supervisory Committee member) Kunimasa Ota
 Director (Audit & Supervisory Committee member) Kenyu Adachi

Head Office and Factories
 Head Office 12-20, Tomizawa-cho, Nihonbashi, Chuo-ku, Tokyo
 Nagaoka Factory 1-1, Higashizao 1-chome, Nagaoka-shi, Niigata

Sales Network
 Overseas Division (Tokyo)
 East Japan Marketing Division (Saitama)
 Central Japan Marketing Division (Nagoya)
 West Japan Marketing Division (Osaka)

Group Companies
 TSUGAMI GENERAL SERVICE CO., LTD.
 TSUGAMI EUROPE GmbH (GERMANY)
 Precision Tsugami (China) Corporation
 Precision Tsugami (China) Corporation Limited (British Cayman Islands)
 Precision Tsugami (Hong Kong) Limited
 Shinagawa Precision Machinery (Zhejiang) Co., Ltd. (CHINA)
 Precision Tsugami (Anhui) Corporation (CHINA)
 TSUGAMI PRECISION ENGINEERING INDIA PRIVATE LIMITED
 TSUGAMI (THAI) CO., LTD.
 TSUGAMI KOREA CO., LTD.
 TSUGAMI Universal Pte. Ltd. (SINGAPORE)
 TSUGAMI UNIVERSAL SDN.BHD. (MALAYSIA)
 TSUGAMI VIETNAM COMPANY LIMITED

Shareholders composition by type



Shareholders Information

Business Year From April 1 each year to March 31 of the following year
 Annual Shareholders Meeting June each year
 Surplus Dividends The record date for the year end dividend shall be March 31 each year. When paying interim dividends, the record date shall be September 30 each year.
 Administrator of Shareholders' Register Mitsubishi UFJ Trust Banking Corporation 4-5, Marunouchi 1-chome, Chiyoda-ku, Tokyo
 Business Handling Office Mitsubishi UFJ Trust Banking Corporation Stock Transfer Agency Department
 Contact Office 1-1, Nikko-cho, Fuchu-shi, Tokyo
 Telephone: 0120-232-711 (toll free number) (Postal address)
 New Tokyo P. O. Box No.29, Tokyo, 137-8081
 Mitsubishi UFJ Trust Banking Corporation Stock Transfer Agency Department
 Method of Public Notice Public notices of the Company shall be published on its website (<https://www.tsugami.co.jp/>). However, if the Company is unable to publish notices electronically, public notices shall be published in the Kanpo ("official gazette").
 Listed Stock Exchange Tokyo

Notice

- In principle, the contact that receives customer requests for changes of addresses and name, purchasing shares constituting less than one unit, and transferring dividends to designated accounts shall be securities companies, etc. in which the customers have opened an account. Mitsubishi UFJ Trust Banking Corporation shall receive inquiries about the shipment and return of mail articles, etc. and dividends overdue and general questions as to administrative work involving shares.
- Mitsubishi UFJ Trust Banking Corporation shall undertake procedures for shares recorded in a special account, not an account at a securities company, etc.
- As shares recorded in a special account may not be sold directly from the special account when selling them on the market, it is necessary to transfer them to an account at a securities company, etc.

To Our Shareholders

Business Report for Fiscal Year 2025
 (April 1, 2025 to March 31, 2026)

TSUGAMI CORPORATION

We are pleased to report our results for the fiscal year ended March 31, 2026.

During the fiscal year under review, general market uncertainty grew. In this situation, the Group steadily promoted its business in each of its locations, especially the Chinese and Indian markets, and as a result, revenue stood at ¥129,140 million (up 20.2% year on year).

A breakdown of consolidated revenue by machinery category shows that revenue of mainstay automatic lathes rose 20.3% year on year, to ¥108,621 million, revenue of grinding machines increased 7.1%, to ¥5,505 million, revenue of machining centers, thread and form rolling machines, and specialized machines increased 30.1%, to ¥8,886 million.

Operating profit was ¥36,102 million (up 54.9%), and profit attributable to owners of parent was ¥16,745 million (up 53.6%). In this manner, both revenue and profits recorded historical high levels.

For the consolidated fiscal year ended March 31, 2026, the Company has decided to pay annual dividends of 85 yen per share, including interim dividends of 36 yen per share and year-end dividends of 49 yen per share.

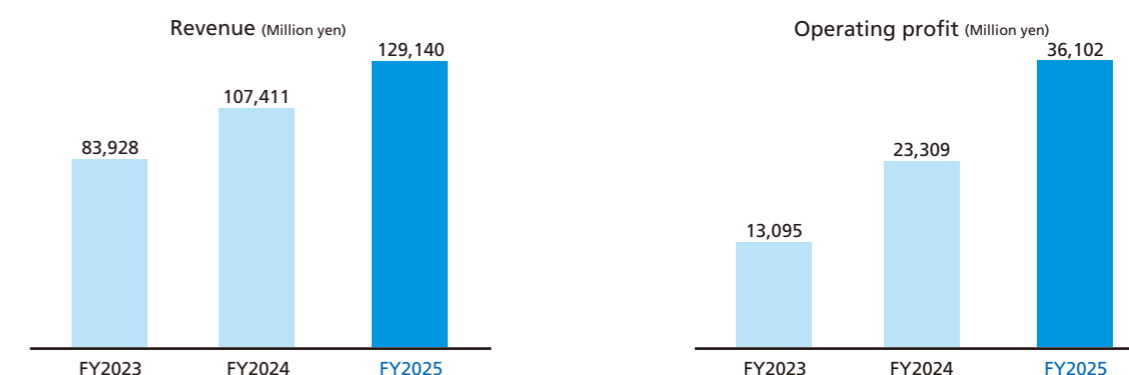
For the consolidated fiscal year ending March 31, 2027, the Company plans to pay annual dividends of 98 yen per share, including interim dividends of 49 yen per share and year-end dividends of 49 yen per share.

While continuing to work on expanding sales, improving production efficiency and reducing costs, the Group seeks to offer new products that fully meet customer requirements and enhance the services it provides. Through these efforts, it will consistently aim to raise customer satisfaction and work hard to maintain management structures trusted by customers.

We respectfully ask for the continued support and encouragement of our shareholders.

June 2026
 TSUGAMI CORPORATION

Business Performance (Consolidated)



Financial highlights

Item	FY2023		FY2024		FY2025	
	Consolidated	Non-consolidated	Consolidated	Non-consolidated	Consolidated	Non-consolidated
Revenue (Million yen)	83,928	28,647	107,411	27,215	129,140	25,561
Operating profit (Million yen)	13,095	-718	23,309	-77	36,102	2,464
Profit attributable to owners of parent (Million yen)	5,376	3,364	10,901	6,645	16,745	6,964
Basic earnings per share (Yen)	112.57	70.17	231.55	139.72	361.20	148.28
Total assets (Million yen)	117,714	38,813	127,306	36,466	154,055	38,970
Total equity (Million yen)	72,361	19,779	84,114	23,278	106,477	26,031
Equity attributable to owners of parent per share (Yen)	1,190.52	410.18	1,327.03	491.14	1,719.40	558.76

Notes: 1. All fractions of monetary units have been rounded down.
 2. Under the non-consolidated operating results, net sales, operating income, net income and net income per share, total assets, net assets, net assets per share are indicated.

Consolidated Financial Statements

Consolidated statement of financial position (Million yen)

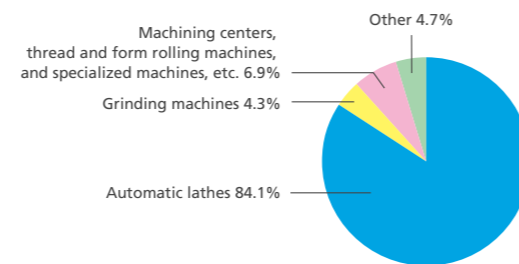
Item	FY2024 (March 31, 2025)	FY2025 (March 31, 2026)
Assets		
Total current assets	102,799	126,496
Cash and cash equivalents	27,729	42,180
Trade and other receivables	40,695	50,321
Other financial assets	80	62
Inventories	32,629	32,724
Other current assets	1,663	1,206
Total non-current assets	24,507	27,559
Property, plant and equipment	16,540	17,440
Right-of-use assets	1,999	2,816
Intangible assets	166	142
Retirement benefit assets	0	2
Other financial assets	4,859	6,182
Deferred tax assets	619	635
Other non-current assets	322	341
Total assets	127,306	154,055
Liabilities and equity		
Liabilities		
Total current liabilities	38,317	41,086
Trade and other payables	17,649	20,073
Borrowings	11,524	9,010
Other financial liabilities	199	206
Income taxes payable, etc.	3,414	3,794
Provisions	469	652
Contract liabilities	4,069	6,407
Other current liabilities	988	941
Total non-current liabilities	4,874	6,492
Other financial liabilities	163	158
Retirement benefit liability	967	931
Provisions	5	5
Deferred tax liabilities	3,123	4,752
Other non-current liabilities	614	644
Total liabilities	43,192	47,578
Equity		
Share capital	12,345	12,345
Capital surplus	2,878	706
Treasury shares	-861	-2,767
Other components of equity	8,712	16,412
Retained earnings	39,822	53,405
Total equity attributable to owners of parent	62,897	80,102
Non-controlling interests	21,217	26,374
Total equity	84,114	106,477
Total liabilities and equity	127,306	154,055

Consolidated statement of profit or loss (Million yen)

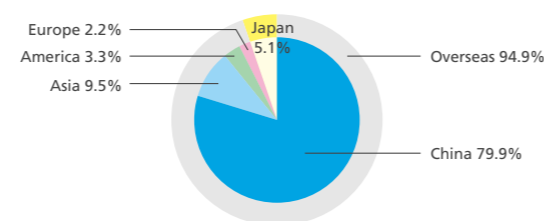
Item	FY2024 April 1, 2024 to March 31, 2025	FY2025 April 1, 2025 to March 31, 2026
Revenue	107,411	129,140
Cost of sales	-71,056	-81,168
Gross profit	36,355	47,971
Selling, general and administrative expenses	-14,302	-13,979
Other income	1,305	2,245
Other expenses	-48	-135
Operating profit	23,309	36,102
Finance income	741	574
Finance costs	-341	-1,060
Profit before tax	23,709	35,617
Income tax expense	-7,525	-11,298
Profit	16,184	24,318
Profit attributable to:		
Owners of parent	10,901	16,745
Non-controlling interests	5,282	7,572
Profit	16,184	24,318
Earnings per share		
Basic earnings per share (yen)	231.55	361.20
Diluted earnings per share (yen)	228.55	356.47

Revenue breakdown (Consolidated)

Revenue breakdown by product (FY2025)



Revenue breakdown by region (FY2025)



(The ratio for each category is rounded to the first decimal place.)

Consolidated statement of changes in equity FY2025 (April 1, 2025 to March 31, 2026) (Million yen)

	Equity attributable to owners of parent							Retained earnings	Total	Non-controlling interests	Total
	Share capital	Capital surplus	Treasury shares	Other components of equity			Total				
				Exchange differences on translation of foreign operations	Financial assets measured at fair value through other comprehensive income	Revaluations of defined benefit plans	Total				
Balance as of April 1, 2025	12,345	2,878	-861	6,372	2,339	—	8,712	39,822	62,897	21,217	84,114
Profit							—	16,745	16,745	7,572	24,318
Other comprehensive income				6,578	898	38	7,514		7,514	3,171	10,686
Total comprehensive income	—	—	—	6,578	898	38	7,514	16,745	24,260	10,744	35,004
Purchase of treasury shares			-2,002				—		-2,002		-2,002
Disposal of treasury shares		13	97				—	4	115		115
Dividends							—	-3,206	-3,206	-2,575	-5,781
Transfer to retained earnings						-38	-38	38	—		—
Capital transactions with non-controlling interests		-2,185		224			224		-1,961	-3,011	-4,972
Total transactions with owners	—	-2,172	-1,905	224	—	-38	185	-3,163	-7,054	-5,586	-12,641
Balance as of March 31, 2026	12,345	706	-2,767	13,175	3,237	—	16,412	53,405	80,102	26,374	106,477

Products

CNC Precision Automatic Lathe BW389ZJ

A variety of overlap processing for productivity improvement

- A variety of combined and overlap processing for a dramatic reduction in cycle time.
- Independent facing tool post structure that allows a tool post not processing to prepare for the next processing for the minimization of time to change tools.
- Enhanced machining capacity resulting from analysis-based optimization design for increased rigidity.
- Modular tooling enables free positioning of tools to suit the workpiece.
- Featuring a number of energy saving functions, including energy-saving mode in which standby power consumption is reduced, and ECO operation mode, in which power consumption is reduced when the machine is in operation.



CNC Lathe M08J-III

Designed for better productivity and operability
Evolving basic machine

- 12-station turret.
- Extended X-axis and Z-axis strokes.
- Coolant tank can be pulled out to the machine front with the chip conveyor attached, facilitating cleaning.
- Tailstock alignment can be done easily with an NC tailstock (option), significantly shortening setup time.
- Environmentally-friendly, featuring energy-saving mode, power consumption monitor, and ECO operation mode as standard.
- Extensive control functions including conversational programming software (option), abnormal load detection, interference prevention function, and thermal displacement compensation function.



Participated Exhibitions

We have actively developed new business partners.

We exhibited at Mechatronics Technology Japan 2025 (MECT2025) held in Nagoya over four days commencing October 22, 2025.

We also participated as an exhibitor in the 21st Seoul International Manufacturing Technology Show (SIMTOS 2026), which took place in Seoul in the Republic of Korea for five days from April 13, 2026.

We invited many users and dealers and engaged in active business talks to further expand the market.



MECT 2025



SIMTOS 2026