

Sustainability Booklet June 2026

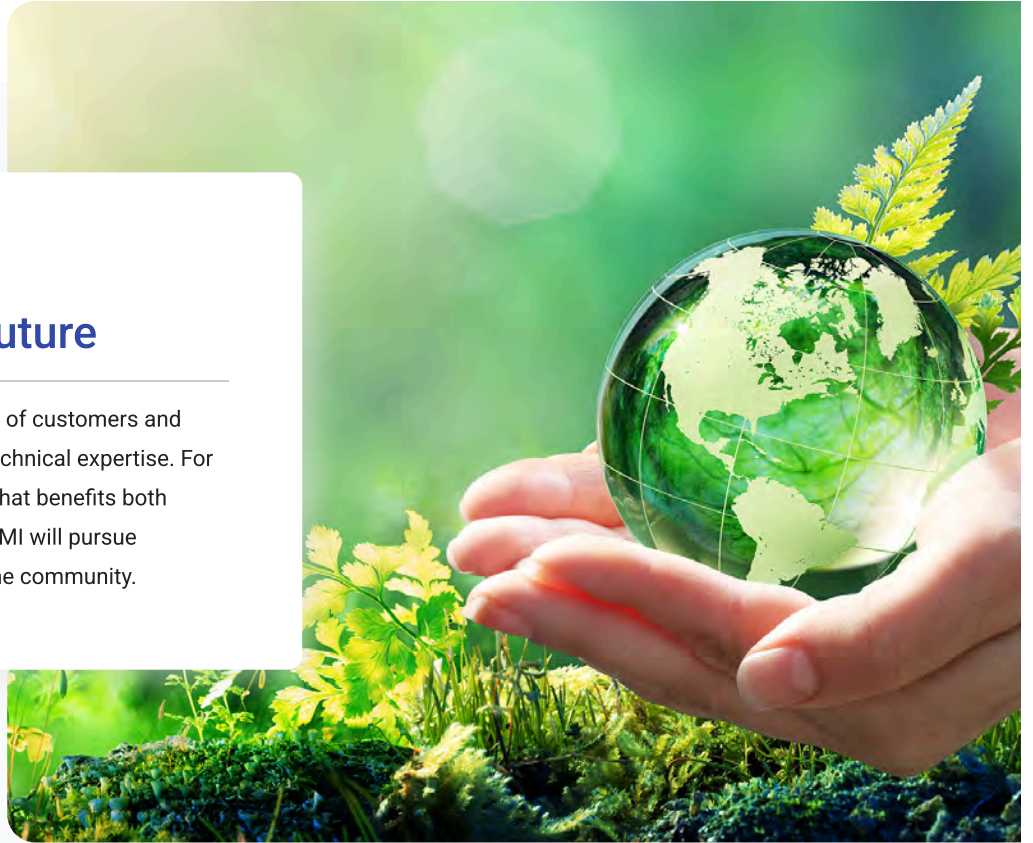
TSUGAMI CORPORATION

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Aiming for a sustainable future

TSUGAMI has earned the trust of customers and achieved growth through its technical expertise. For the sustainable development that benefits both society and the planet, TSUGAMI will pursue business that contributes to the community.



Message from the Sustainability Committee

TSUGAMI will achieve sustainable growth and fulfill its social responsibilities by contributing to the community through its business activities.



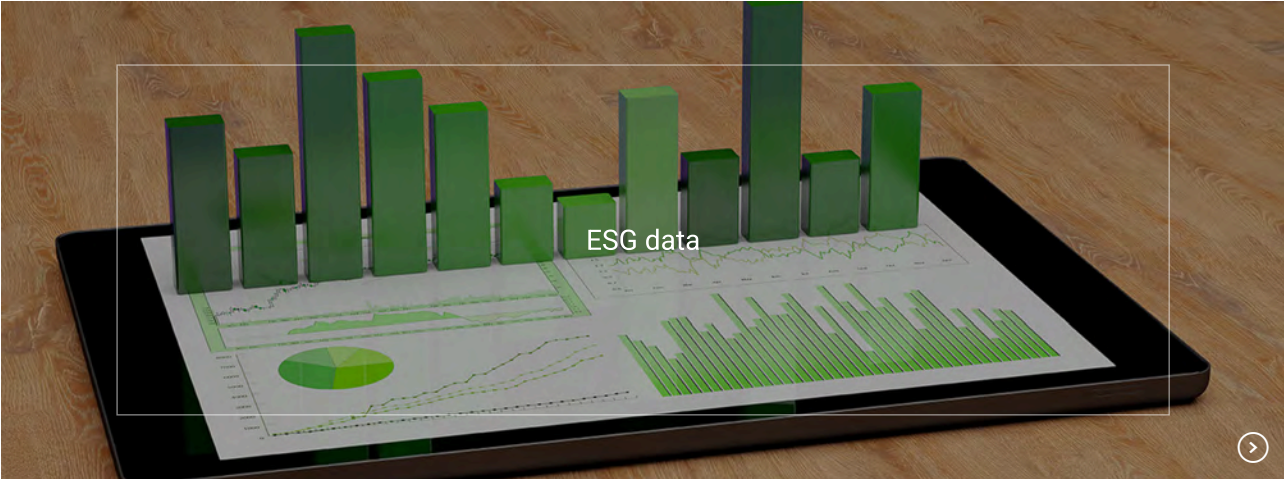
Sustainability Policy


TSUGAMI will contribute to address social issues through its business activities, aiming to achieve sustainable growth together with society.





ESG initiatives





Message from the Sustainability Committee

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The TSUGAMI Group's Approach to Sustainability

The TSUGAMI Group recognizes sustainability as an important management issue.

To continue developing social and economic activities in a sustainable manner, enterprises will be required to break away from preconceived notions and adopt business models that anticipate a new type of society.

The TSUGAMI Group brings convenience to the lives of people around the world and contributes to industrial and social development by supplying high-precision, high-speed and high-rigidity machine tools that are essential in many industries for producing components such as parts for automobile equipment, IT-related equipment, medical equipment and home electric appliances. We will continue contributing to the development of a sustainable society through the provision of advanced technologies and products which anticipate industrial restructuring driven by technological change, in line with our basic management policy "to contribute to society by constantly anticipating market needs and generating new value, underpinned by the precision technologies we have been developing since the company was first established."

Meanwhile, the global operating environment, including the economic situation, the natural environment, science and technology, is changing at a dizzying pace. Against this backdrop, the role played by enterprises in resolving the complex and difficult issues facing society is becoming increasingly important. The TSUGAMI Group will tackle sustainability issues, especially environmental and social issues, through its business activities, using precision technologies as a basis for consistently anticipating market needs and contributing to the realization of a sustainable society through the creation of new value. We believe that, as a result of these efforts, we will earn the trust of our stakeholders, which will in turn improve our corporate sustainability.

The TSUGAMI Group established the Sustainability Committee to expedite strategies to promote sustainability and signed the UN Global Compact (UNGC), which consists of ten principles advocated by the United Nations in the four key areas of human rights, labor, the environment, and anti-corruption. By supporting and enacting the UNGC, the Group will fulfill its responsibilities as a global citizen and pursue initiatives to further contribute to the realization of a sustainable society through its business operations.

As part of its initiatives, the Group is continuously reducing CO₂ emissions from its business activities to address climate change and environmental issues.

The Group also announced its support for the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). The Group will conduct an assessment and analysis of the business risks and opportunities that climate change presents to the TSUGAMI Group, focus on initiatives to combat climate change, and endeavor to disclose non-financial information in accordance with the TCFD recommendations.

The TSUGAMI Group will continue to achieve sustainable growth and development, with technical expertise and human resources as core drivers, and will also actively focus on resolving social issues through its main business.

We sincerely ask all of our stakeholders for your continued support.

Sustainability Committee, TSUGAMI CORPORATION



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Policy

TSUGAMI will contribute to address social issues through its business activities, aiming to achieve sustainable growth together with society.

The TSUGAMI Group aims to achieve both the realization of a sustainable society and corporate growth based on its corporate philosophy of providing high-precision, high-speed, and high-rigidity precision machine tools, always aiming for high productivity and utilizing cutting-edge technologies. We take society's expectations of us seriously and will cooperate with local communities to continue contributing to society through all our corporate activities.

Meanwhile, with the UN Summit's adoption of the SDGs, which address the global challenges we face to achieve a sustainable future for all, and the operating environment has changed dramatically such as the promotion of initiatives aimed at achieving targets, and sustainability has become an extremely important issue.

In face of these momentous changes, the TSUGAMI Group sees its own sustainability activities as an important element of management. We are also committed to providing other like-minded enterprises with solutions to help solve issues through business.

More specifically, we will develop an awareness of the risks caused by various issues around the world in areas of concern such as climate change, labor and human rights, and take steps to prevent such issues from getting worse. In our business activities, we will also perceive innovation to resolve issues as a business growth opportunity.

We will set ourselves a medium-to-long-term goal of promoting appropriate sustainable practices throughout the entire supply chain, not to mention the TSUGAMI Group companies.



Environment

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Environmental Policy

The Tsugami Group recognizes sustainability as an important management issue. Based on our basic management policy of “contributing to society by constantly anticipating market needs and generating new value, underpinned by the precision technologies we have been developing since the Company was first established,” we undertake efforts with the aim of helping to resolve societal issues through our business activities and growing sustainably alongside society.

The TSUGAMI Group is acutely aware that action to address climate change and environmental issues is one of the important challenges facing management. Given the global framework set out in the Paris Agreement and the Japanese government's commitment to net zero carbon emissions by 2050, we believe that recognizing the role enterprises must play to realize a sustainable society and achieving solutions to such issues through business will lead to the TSUGAMI Group's sustainable growth.

The Sustainability Committee will coordinate the planning, management and operation of initiatives based on the environmental policy set out below.

Basic policy

1. We recognize that climate change is a critical global issue and we are committed to continuously reducing the GHG emissions from our business activities based on a lifecycle perspective on products and services.
2. We will endeavor to reduce the environmental impact of our products and services, taking environmental impacts at all stages of the lifecycle into consideration.
3. We will comply with relevant environmental laws and regulations and other requirements, establish our own voluntary management standards, and strive to prevent environmental pollution.
4. We will establish environmental goals, targets and action plans and make continuous improvements, aiming to reduce our environmental impact and conduct business activities in harmony with the environment. We will also review them where necessary.
5. We will provide environmental training and conduct activities to raise environmental awareness to ensure that all employees and all those who work for us understand and are well-informed of our environmental policy.
6. We will disclose environmental information. We will also seek interaction with the local community and society, actively cooperating with activities to protect the environment.

Environmental initiatives

■ Nagaoka Factory in Japan switches to 100% renewable energy

In February 2022, all the electricity used at the TSUGAMI Group's Nagaoka Factory (Nagaoka City, Niigata Prefecture) in Japan began to be entirely sourced from 100% renewable energy.

By switching to renewable energy with non-fossil fuel energy certificates, we have achieved net zero CO₂ emissions from energy consumption at our Nagaoka Factory.

We have been steadily reducing CO₂ emissions produced in our domestic business through initiatives such as switching to LED lighting inside Nagaoka Factory and installing energy-saving air-conditioning systems to reduce energy consumption, and integrating production and sales sites in Japan to build a more efficient operating structure.

Moving forward, we plan to strengthen and accelerate initiatives such as introducing or updating energy saving equipment, promoting innovation in production technologies at factories, and developing new products to further improve production efficiency, aiming to achieve carbon neutrality by 2050.

■ Initiatives to reduce water usage

The TSUGAMI Group recognizes that ensuring safe water resources is an important environmental challenge. To fulfill our responsibilities as a company with manufacturing factories, we will focus on reducing water usage and water uptake in the course of our business activities and strive for the effective utilization of water resources.

■ Environment Management System certification

TSUGAMI CORPORATION's Nagaoka Factory (Nagaoka City, Niigata Prefecture), which is the Company's only production site, has obtained the Environmental Management System certification.

- Environmental Management System (ISO14001)
(Certification status of production sites on a non-consolidated basis: 1/1)

Climate-related Information Disclosure based on the TCFD Recommendations



The TSUGAMI Group is acutely aware that action to address climate change and environmental issues is one of the important challenges facing management. We recognize that climate change is a critical global issue and one of our basic policies is to continuously reduce the GHG emissions from our business activities based on a lifecycle perspective on products and services. The TSUGAMI Group announced its support for the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) in June 2022, and recently disclosed climate-related information based on the TCFD recommendations.

■ Governance

To quickly carry out sustainability promotion strategies, the Sustainability Committee plays a central role in the implementation of company-wide initiatives under the supervision of the Board of Directors.

The Sustainability Committee has the role of proposing groupwide strategies to promote sustainability and managing their progress, and it comprehensively manages and promotes environmental, social and governance (ESG) initiatives and makes appropriate ESG information disclosures.

The committee also takes the lead on initiatives that link sustainability with business through active communication with the relevant business segments, aiming to raise awareness and facilitate understanding of sustainability issues in order to promote sustainability on a groupwide basis.

The Sustainability Committee consists of committee members chaired by the Representative Director. It deliberates on ESG-related matters which have a bearing on management decisions such as action on climate change and a framework under which deliberated matters are reported to the Board of Directors has been established.



Strategy

For the manufacture and sale of precision tools, which is the TSUGAMI Group's core business, the Company considered climate-related risks (transition risks and physical risks) and opportunities that will impact the Group's business and identified major risks and opportunities. Accordingly, we conduct a scenario analysis with respect to the identified risks and opportunities.

The Company adopted two scenarios: (i) the 1.5°C-2°C scenario where society as a whole is on a decarbonization pathway and limits the global temperature rise and (ii) the 4°C scenario where economic development is given priority and the global temperature rise and its impact worsen. For each of the scenarios, we assessed and considered to what extent the identified risks and opportunities would impact the TSUGAMI Group's business and assess the financial impact on business activities according to three levels: major, moderate and minor.

By recognizing major climate-related risks and opportunities and their impact for the TSUGAMI Group through the implementation of scenario analysis and by considering action to address the recognized risks and opportunities, we aim to build a sustainable and resilient framework for mitigating climate-related risks and tapping into more opportunities.

< Explanation of Scenarios and Summary of Risks and Opportunities >

Explanation of scenarios	1.5°C/2°C	<ul style="list-style-type: none"> Scenario where countries around the world succeed in limiting the global temperature rise by stepping up the implementation of social policies, emission restrictions, investment in technology and other measures for achievement of the goals set out in the Paris Agreement and move closer to the realization of decarbonization
	4°C	<ul style="list-style-type: none"> Scenario where countries around the world fail to step up and implement sufficient measures to combat global warming, CO₂ emissions increase, and the Earth's temperature continues to rise, leading to a significant increase in the physical risks of climate change
Summary of risks	1.5°C/2°C	<ul style="list-style-type: none"> Risk of higher manufacturing costs, reflecting increased adoption of renewable energy and a shift to energy saving equipment as governments tighten regulations to realize decarbonization and efforts are made to decarbonize manufacturing processes in compliance with regulation Risk of rising procurement costs, with suppliers also facing higher manufacturing costs due to tighter regulation, including carbon taxes, and passing on increased costs to raw materials
	4°C	<ul style="list-style-type: none"> Higher risk of storm and flood damage, and risk of suspension of production due to damage to assets and repairs at affected manufacturing factories of the Group, or risk of decline in sales due to logistics disruptions
Summary of opportunities	1.5°C/2°C	<ul style="list-style-type: none"> Opportunity to expand sales assuming conservation of energy in production processes and successful market introduction of machine tools with improved environmental performance Opportunity to expand sales, as the decarbonization of society leads to even more widespread changes in behavior, fueling demand for new products
	4°C	<ul style="list-style-type: none"> Opportunity to expand or mitigate decline in sales by successfully maintaining a production and supply structure despite the increased severity of storm and flood damage, assuming successful maintenance and enhancement of existing network and implementation of BCP measures to strengthen disaster resilience and to avoid storm and flood damage

<Reference scenarios>

(1)1.5°C/2°C scenarios

Considered with reference to the International Energy Agency (IEA) Net Zero Emissions by 2050 Scenario and the Sustainable Development Scenario, in which carbon neutrality is achieved by 2070

(2)4°C scenario

Considered with reference to the IEA Stated Policies Scenario and the Intergovernmental Panel on Climate Change (IPCC) RCP6.0 and RCP8.5 scenarios

< Business Impacts and Countermeasures in Relation to Major Risk and Opportunity Factors >

Classification		Matter	Financial impact assessment		Countermeasures	
			1.5/2°C	4°C		
Risks	Transition risks	Policies and legal restrictions	Higher costs due to introduction of carbon pricing	Minor	Minor	Adoption of the ICP system and shift to energy-saving manufacturing methods
			Costs incurred when forced to respond in some way to tighter regulation in China and India in the future or similar developments	Minor	Minor	Implementation of more energy-efficient manufacturing methods and processes
		Technology	Higher R&D costs due to the development of environmentally-friendly products	Moderate	Minor	Assessment of climate change needs and R&D and rapid response based on this assessment
		Market	Decline in revenue due to weakening demand amid changes in the needs of customers and business partners associated with climate change	Major	Moderate	Assessment of climate change needs and R&D and rapid response based on this assessment
			Higher energy and production costs due to the scaling-down of thermal power generation and substitution of thermal power with renewables, and rising fuel costs for thermal power generation	Moderate	Moderate	Implementation of more energy-efficient manufacturing methods and processes
		Reputation	Decrease in revenue and/or increase in financing costs due to delayed response to environmental concerns resulting in fiercer competition, rejection by customers and/or a reputational damage	Moderate	Moderate	Assessment of climate change needs and R&D and rapid response based on this assessment Enhancement of information disclosure regarding responses to climate change
	Physical risks	Acute risks	Decline in revenue and/or higher costs due to suspension of business amid increasing severity of natural disasters	Minor	Moderate	Enhancement of BCP for procurement and manufacturing
		Chronic risks	Higher costs due to increase in average global temperature	Minor	Minor	Improvement of energy efficiency in manufacturing to limit the rise in utilities

Opportunities	Market	Reduction of financing costs due to improvement in reputation as a result of proactive response to climate change	Minor	Minor	Enhancement of information disclosure regarding responses to climate change
	Resource efficiency	Reduction of costs through manufacturing at highly efficient factories and lower costs as a result of energy conservation	Moderate	Moderate	Implementation of more energy-efficient manufacturing methods and processes
	Products and services	Increase in revenue due to growing demand for new equipment associated with more widespread changes in behavior such as working remotely and going paperless	Major	Minor	Assessment of needs and R&D in line with transitioning society and optimization of production and sales
		Increase in revenue due to growing demand for products that can contribute to a low carbon society	Major	Major	Assessment of needs and R&D in line with transitioning society and optimization of production and sales
	Resilience	Mitigation of decline in or increase of sales and/or reduction of costs in the event of disaster through enhancement of disaster resilience	Minor	Minor	Enhancement of BCP for procurement and manufacturing

■ Risk management

To prevent the materialization of various business risks or minimize them, the TSUGAMI Group convenes the Risk Management Committee as appropriate, assesses and monitors groupwide risk including climate change risk, and takes appropriate measures in accordance with the Risk Management Rules and Essential Risk Management Execution Rules.

We recognize climate change risk as a material issue alongside other business risks and, under the supervision of the Board of Directors, the Sustainability Committee monitors groupwide climate change risk, proposes sustainability promotion strategies and manages their progress.

A framework for relevant divisions to report climate change risks to the Sustainability Committee has also been established.

We are also working to strengthen groupwide risk management through means such as status reports to and consultations with the Board of Directors and others as appropriate.

■ Metrics and targets

Given the global framework set out in the Paris Agreement and the Japanese government's commitment to net zero carbon emissions by 2050, we believe that recognizing the role enterprises must play to realize a sustainable society and achieving solutions to such issues through business will lead to the TSUGAMI Group's sustainable growth. To reduce greenhouse gas emissions that cause global warming, we set ourselves the goal of achieving carbon neutrality by 2050 and medium- and long-term targets for this goal. We are committed to further strengthening and accelerating initiatives for action on climate change.

Establishment of medium- and long-term targets for achieving carbon neutrality by 2050

Medium-term target:

55% reduction in CO₂ emissions by 2030 (compared with 2013 levels)

We will reduce CO₂ emissions (Scope 1 + Scope 2) from our business activities by 55%.

Long-term target:

Achievement of carbon neutrality by 2050

We will reduce CO₂ emissions (Scope 1 + Scope 2) from our business activities to net zero.

As part of these initiatives, in February 2022, we switched to 100% renewable energy-derived electricity for all electricity consumption at the Nagaoka Factory, our domestic production base in the city of Nagaoka in Niigata Prefecture, achieving net zero CO₂ emissions associated with electricity consumption there.

To achieve carbon neutrality by 2050, we intend to further enhance and accelerate initiatives including introducing and updating energy-saving facilities, promoting production technology reforms at our factories, and developing new products aimed at improving production efficiency.

[ESG data - Environmental indices](#) 



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Human Rights Policy and Labor Policy

The TSUGAMI Group understands that the human rights of all people impacted by its business activities must be respected and has established the TSUGAMI Code of Conduct as its basic guidelines for corporate activities, identifying "respect for human rights" as a principle of action. We are committed to implementing initiatives to foster respect for human rights in line with the International Bill of Human Rights (Universal Declaration of Human Rights and International Covenants on Human Rights), the International Labor Organization (ILO) Declaration, the United Nations Global Compact, and the UN Guiding Principles on Business and Human Rights.

We will use this consideration for human rights as the basis for promoting diversity management, aimed at creating a pleasant and rewarding workplace where everyone can fully demonstrate their individual skills and share diverse values.

The Sustainability Committee will coordinate the planning, management and operation of initiatives based on the human rights policy set out below.

1. We respect the human rights of all employees, regardless of the form of employment. We also ask all our business partners to support and comply with our policies on social activities and collaborate with them to fulfill our responsibility to respect human rights.

2. We respect diversity, and never engage in discrimination or harassment on the grounds of race, religion, nationality, age, gender, sexuality, disability, or any other factor that has no relevance to our legitimate business interests.

3. We do not tolerate any form of forced labor or child labor or any form of modern-day slavery.

4. We respect basic labor rights, including workers' rights to organize and bargain collectively and to participate in collective action.

5. We build a human rights due diligence framework and continuously implement human rights due diligence. We also identify human rights issues and seek to prevent or minimize any issues.

6. We also take advantage of the human rights expertise of independent third-party organizations and engage in dialogue and discussion with relevant outside stakeholders.

7. We seek to embed compliance with laws and regulations and principles relating to human rights into our business activities by making all officers and employees aware of our human rights policy and providing them with appropriate human rights training.

8. We publicly disclose our human rights policy and the process and results of its implementation.

Human rights and labor initiatives

Ensuring a safe and pleasant workplace

The Tsugami Group strives to maintain a healthy and safe workplace free from discrimination and harassment. Sexual advances or other verbal or physical conduct of a sexual nature, racist, religious and other slurs or jokes, and other verbal or physical conduct which creates an unhealthy working environment or disregards an individual's personality are not tolerated in the workplace. We promote the following efforts at the Company.

Efforts for safety and hygiene

We prioritize the safety and health of our employees in all business activities and maintain work environments where they can work in safety and good health. We also comply with laws and regulations on industrial safety, hygiene, and health. The Company and its employees work together to continuously promote efforts for safety and health. We maintain systems, set goals, and systematically implement measures toward that end.

[Tsugami's safety and hygiene promotion system]

1. Our Safety and Hygiene Committee, which comprises both employees and managers, holds monthly meetings attended by industrial physicians, conducts patrols mainly on production floors, and makes efforts to prevent accidents.
2. Employees who work long hours are subject to fatigue checks when called for, and we make efforts to discover if anyone is in poor mental health as early as possible.
3. We supply each workplace with report forms for close calls in an effort to prevent accidents.
4. In an effort to mitigate disasters, our annual disaster drills include considerations for how the environment will be impacted by conceivable fires or earthquakes.
5. Each department promotes 5S in an effort to prevent accidents.
6. In an effort to mitigate disasters, each department patrols its workplaces as an earthquake countermeasure.

Efforts to prevent harassment in the workplace

The Tsugami Group Code of Conduct clearly states that we should maintain healthy, safe work environments free of unfair discrimination and harassment based on race, religion, nationality, age, gender, sexuality, disabilities, or any other factor that has no relevance to the Company's legitimate interests.

[Anti-harassment training and awareness-raising activities]

We conduct anti-harassment training as part of new employee training as well as awareness-raising activities, for example posting internal documents explaining that we do not tolerate harassment.

[Maintaining contact points for internal reporting and consultation]

We have established contact points for consultation both internally and at an attorney's office outside the Company to ensure that violations of laws, regulations, internal rules, and the like are reported and dealt with promptly after they are discovered while maintaining the anonymity of the whistle-blowers.

■ Initiatives to improve work efficiency and the work environment

With the aim of improving work efficiency and the work environment, we have set up a suggestion box to solicit constructive feedback and improvement proposals from employees.

This channel of giving opinions has created an environment where issues and ideas noticed on the shop floor can be easily shared, leading also to a diversification of proposals. These opinions also lead to the early detection of problems and prompt countermeasures, ultimately contributing to the optimization of business processes and improvements in the work environment.

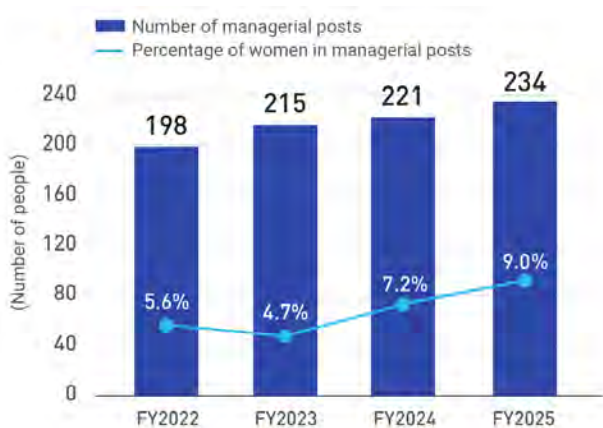
■ Promoting diversity

The Tsugami Group sees human resources as the foundations underpinning sustainable growth. It is, therefore, important to accept the values and uniqueness of every individual who supports our business, regardless of race, religion, nationality, age, gender, sexuality, disability, or personal background, and to respect diversity. We are pursuing the development of a working environment which allows all employees to fully demonstrate their unique skills and aptitudes and the creation of an organizational climate which allows the active participation of diverse human resources.

■ Proactively promoting women to management positions

At the Company, female managers actively participate in overseas operations, which account for a large percentage of revenue, and major departments, particularly those involved in technical management. We take steps to further promote this effort.

Percentage of women in managerial posts (non-consolidated basis)



Percentage of women among new hires (non-consolidated basis)



■ Establishment of fair and equitable personnel systems

To get the most out of individual employees, it is necessary to fairly evaluate each individual employee based on his or her role and accomplishments and to strive to treat, train, and utilize them properly according to this evaluation. We try to ensure the transparency and fairness of evaluations by conducting interviews in which employees assess their own accomplishments and any outstanding issues with their managers.

[ESG data - Social indices](#)

Governance

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Anti-corruption policy

The TSUGAMI Group believes that executing business in compliance with laws and regulations, engaging in fair, transparent and free competition and fair and responsible transactions, and ensuring that individual employees go about their day-to-day tasks with high ethical standards will lead to its corporate development in the long term.

We do not tolerate corruption in any aspect of our business. We maintain appropriate relationships with our business partners, and ask all our officers and employees and all our contractors to ensure free and fair competition.

The Sustainability Committee will coordinate the planning, management and operation of initiatives based on the anti-corruption policy set out below.

1. We provide all our officers and employees with appropriate training in an effort to increase awareness of anti-corruption.
2. We prohibit the granting or requesting of improper benefits to prevent the giving or receiving of bribes.
3. We completely sever all ties or relations with antisocial forces.
4. We seek cooperation with companies in the same industry and other stakeholders.
5. We publicly disclose our anti-corruption policy and the process and results of its implementation.

Anti-corruption initiatives

■ Anti-corruption activities

The TSUGAMI Group shares this basic policy with the compliance officers of all group companies both inside and outside of Japan and encourages every company to establish internal regulations and guidelines and to provide compliance education, in a bid to stamp out bribery across the Group.

In FY2025, there were no instances of disciplinary action taken against employees on the grounds of bribery or other forms of corruption. The Group also incurred no fines, penalties or settlement costs in relation to corruption during FY2025.

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Environmental indices



Social indices



Governance indices



Environmental indices

GHG emissions (Scope1, Scope2) (non-consolidated basis)

< On a market basis >



< On a location basis >



* Total emissions of Nagaoka Factory, Takami Warehouse, Parts Center Warehouse, Head Office, and Sendai, Kanto, Suwa, Shinshu, Nagoya, Osaka and Fukuoka Sales Offices.

GHG emissions (Scope3) (non-consolidated basis)

	FY2022	FY2023	FY2024	FY2025
Purchased products and services	119,864	70,450	67,425	58,500
Transportation and distribution (upstream)	2,564	1,390	1,563	1,177
Transportation and distribution (downstream)	1,914	1,676	1,181	981
Use of sold products	97,229	82,315	67,724	55,674
End-of-life treatment of sold products	817	670	488	244
* Categories other than the above	1,176	1,127	1,041	1,618
Total	223,564	157,628	139,422	118,194

* Breakdown of emissions in Categories other than the above

	FY2022	FY2023	FY2024	FY2025
Capital goods	536	503	391	1,018
Fuel not included in scope 1 or 2	190	195	193	172
Waste generated in operation	177	133	124	130
Business travel	65	83	116	90
Employee commuting	208	213	217	208
Total	1,176	1,127	1,041	1,618

**Electricity used
(non-consolidated basis)**



**Energy consumption
(non-consolidated basis)**



**Hazardous waste generated
(non-consolidated basis)**

	FY2022	FY2023	FY2024	FY2025
Waste (t)	1,121.2	369.8	354.3	340.3
Recycled (t)	1,022.0	325.7	309.3	292.2
Sent to landfill (t)	99.2	44.1	45.0	48.1
Hazardous waste generated (PCB-containing equipment) (t)	0.00	0.00	0.00	0.00

* The Company had no breaches or penalties related to environmental laws and regulations during FY2025.

**Water use
(use at Nagaoka Factory in Japan)**

	FY2022	FY2023	FY2024	FY2025
Water intake (m³)	11,762	12,691	12,264	12,196
Water discharge (m³)	11,762	12,691	12,264	12,196

* The Company had no breaches or penalties in relation to water quality or water volume during FY2025.

**Management system certification
(non-consolidated basis)**

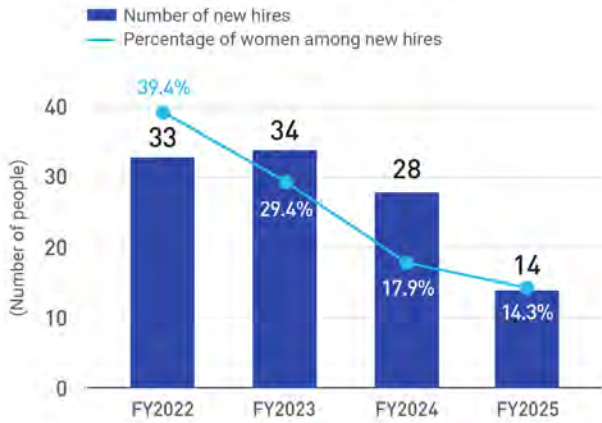
TSUGAMI Corporation's Nagaoka Factory (Nagaoka City, Niigata Prefecture), which is the Company's only production site, has obtained the following certifications:

- Environmental Management System (ISO14001)
(Certification status of production sites on a non-consolidated basis: 1/1)
- Quality Management System (ISO9001)
(Certification status of production sites on a non-consolidated basis: 1/1)

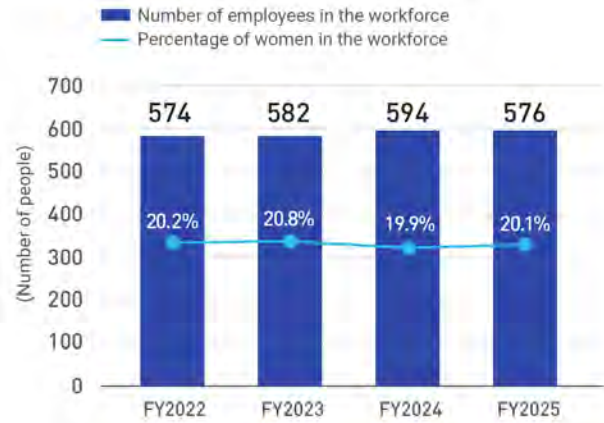
The Company has yet to obtain ISO45001/OHSAS18001 certification.

Social indices

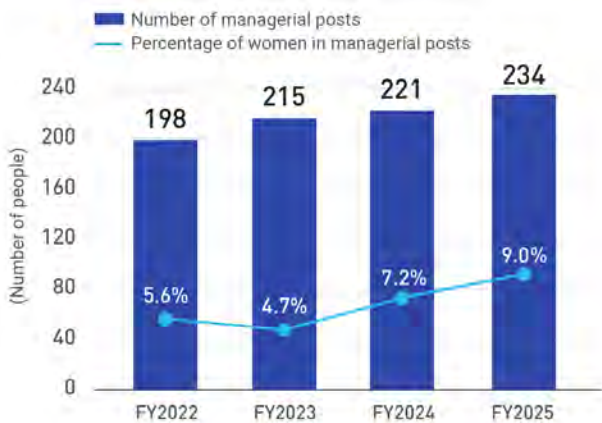
Percentage of women among new hires (non-consolidated basis)



Percentage of women in the workforce (non-consolidated basis)



Percentage of women in managerial posts (non-consolidated basis)



Percentage of persons with a disability in the workforce (non-consolidated basis)



Percentage of non-regular employees in the workforce (non-consolidated basis)



Skill development training time for employees (non-consolidated basis)

	FY2022	FY2023	FY2024	FY2025
Employee training hours (h)	13,536	13,776	14,088	14,328
Employee training hours per person (h)	24	24	24	24

**Contribution to the local community
(non-consolidated basis)**

	FY2022	FY2023	FY2024	FY2025
Donations to community events (thousand yen)(*1)	1,000	1,000	1,000	1,000
Donation to the local botanical garden (thousand yen)	-	-	100	100

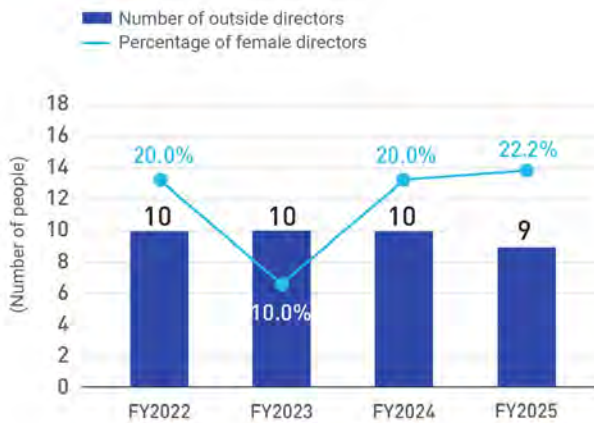
**Lost-time injury rate
(non-consolidated basis)**

	FY2022	FY2023	FY2024	FY2025
Lost-time injury frequency rate	1.64	1.60	0.00	0.88
Lost-time injury severity rate	0.03	0.02	0.00	0.01

*1 Financial support for the annual fireworks festival held in August in Nagaoka City, Niigata Prefecture where the Nagaoka Factory is located

Governance indices

Percentage of female directors



Number of independent directors

