

Stock Information(as of March 31, 2025)

Authorized shares 320,000,000 shares
Issued shares 48,000,000 shares
Number of shareholders 10,457

Major shareholders (Top 10)

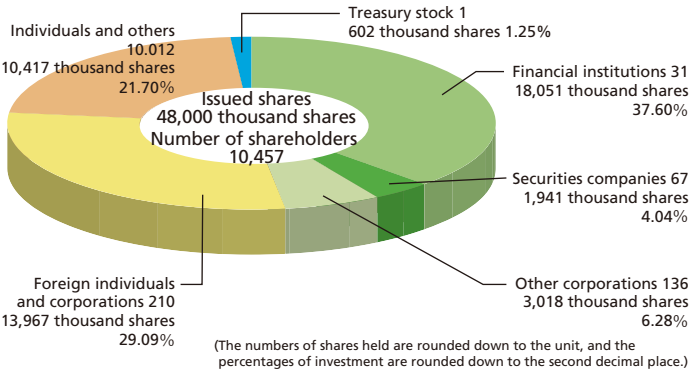
Shareholders	Investment in the Company	
	Number of shares held	Holding ratio
	Thousands	%
The Master Trust Bank of Japan, Ltd. (Trust account)	6,865	14.48
Custody Bank of Japan, Ltd. (Trust account)	3,053	6.44
Daishi Hokuetsu Bank, Ltd.	2,184	4.60
Sumitomo Mitsui Banking Corporation	1,516	3.19
The Dai-ichi Life Insurance Company, Limited	1,470	3.10
THE BANK OF NEW YORK 133652	1,352	2.85
Tsugami Customers' Shareholding Association	1,155	2.43
JPMorgan Securities Japan Co., Ltd.	982	2.07
STATE STREET BANK AND TRUST COMPANY 505001	868	1.83
Daikin Industries, Ltd.	717	1.51

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 602 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, 2025)

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	3,433 (Consolidated)
Directors and Auditors	(as of June 18, 2025)
Director (Chairman)	Michiyo Yamamiya
Representative Director and President	Nobuhiro Watabe
Representative Director	Mami Matsushita
Representative Director	Shoichiro Haga
Director	Donglei Tang
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 2024
(April 1, 2024 to March 31, 2025)



We are pleased to report our results for the fiscal year ended March 31, 2025.

During the fiscal year under review, although some movement has been observed in China and other markets, the overall sense of uncertainty could not be denied. In this situation, the Group steadily promoted its business in each of its locations, and as a result, revenue stood at ¥107,411 million (up 28.0% year on year).

A breakdown of consolidated revenue by machinery category shows that revenue of mainstay automatic lathes rose 27.8% year on year, to ¥90,299 million, revenue of grinding machines increased 30.0%, to ¥5,142 million, revenue of machining centers, rolling machines and other specialized machines increased 44.1%, to ¥6,829 million.

Operating profit was ¥23,309 million (up 78.0%), and profit attributable to owners of parent was ¥10,901 million (up 102.8%). In this manner, both revenue and profits recorded historical high levels.

For the consolidated fiscal year ended March 31, 2025, the Company has decided to pay annual dividends of 59 yen per share, including interim dividends of 27 yen per share and year-end dividends of 32 yen per share.

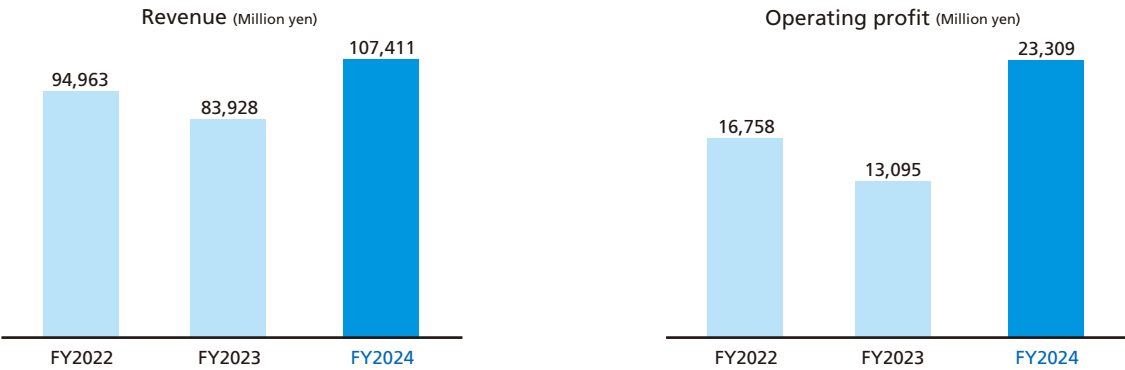
For the consolidated fiscal year ending March 31, 2026, the Company plans to pay annual dividends of 64 yen per share, including interim dividends of 32 yen per share and year-end dividends of 32 yen per share.

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 2025
TSUGAMI CORPORATION

Business Performance (Consolidated)



Financial highlights

Item	FY2022		FY2023		FY2024	
	Consolidated	Non-consolidated	Consolidated	Non-consolidated	Consolidated	Non-consolidated
Revenue (Million yen)	94,963	32,676	83,928	28,647	107,411	27,215
Operating profit (Million yen)	16,758	303	13,095	-718	23,309	-77
Profit attributable to owners of parent (Million yen)	7,695	3,600	5,376	3,364	10,901	6,645
Basic earnings per share (Yen)	159.39	74.58	112.57	70.17	231.55	139.72
Total assets (Million yen)	112,364	43,916	117,714	38,813	127,306	36,466
Total equity (Million yen)	64,922	19,198	72,361	19,779	84,114	23,278
Equity attributable to owners of parent per share (Yen)	1,057.67	392.00	1,190.52	410.18	1,327.03	491.14

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	FY2023 (March 31, 2024)	FY2024 (March 31, 2025)
Assets		
Total current assets	92,935	102,799
Cash and cash equivalents	30,495	27,729
Trade and other receivables	27,980	40,695
Other financial assets	142	80
Inventories	32,730	32,629
Other current assets	1,586	1,663
Total non-current assets	24,779	24,507
Property, plant and equipment	16,308	16,540
Right-of-use assets	2,094	1,999
Intangible assets	359	166
Retirement benefit assets	110	0
Other financial assets	5,104	4,859
Deferred tax assets	461	619
Other non-current assets	340	322
Total assets	117,714	127,306
Liabilities and equity		
Liabilities		
Total current liabilities	40,047	38,317
Trade and other payables	17,546	17,649
Borrowings	16,816	11,524
Other financial liabilities	205	199
Income taxes payable, etc.	1,670	3,414
Provisions	428	469
Contract liabilities	2,481	4,069
Other current liabilities	898	988
Total non-current liabilities	5,304	4,874
Other financial liabilities	183	163
Retirement benefit liability	903	967
Provisions	5	5
Deferred tax liabilities	3,555	3,123
Other non-current liabilities	655	614
Total liabilities	45,352	43,192
Equity		
Share capital	12,345	12,345
Capital surplus	2,885	2,878
Treasury shares	-3,008	-861
Other components of equity	10,316	8,712
Retained earnings	34,065	39,822
Total equity attributable to owners of parent	56,605	62,897
Non-controlling interests	15,756	21,217
Total equity	72,361	84,114
Total liabilities and equity	117,714	127,306

Consolidated statement of changes in equity

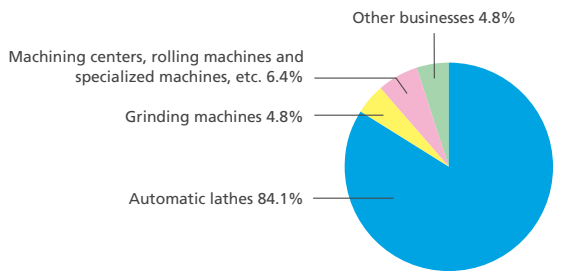
	Equity attributable to owners of parent									(million yen)	
	Share capital	Capital surplus	Treasury shares	Other components of equity				Retained earnings	Total	Non-controlling interests	Total
				Exchange differences on translation of foreign operations	Financial assets measured at fair value through other comprehensive income	Remeasurements of defined benefit plans	Total				
Balance as of April 1, 2024	12,345	2,885	-3,008	7,771	2,545	—	10,316	34,065	56,605	15,756	72,361
Profit							—	10,901	10,901	5,282	16,184
Other comprehensive income				-645	-183	-118	-947		-947	-686	-1,633
Total comprehensive income	—	—	—	-645	-183	-118	-947	10,901	9,954	4,596	14,550
Purchase of treasury shares			-966				—		-966		-966
Disposal of treasury shares		12	653				—	-225	440		440
Cancellation of treasury shares		-64	2,459				—	-2,394	—		—
Dividends							—	-2,428	-2,428	-2,135	-4,564
Transfer to retained earnings					-22	118	96	-96	—		—
Capital transactions with non-controlling interests		45		-752			-752		-707	3,000	2,293
Total transactions with owners	—	-6	2,146	-752	-22	118	-656	-5,144	-3,662	864	-2,797
Balance as of March 31, 2025	12,345	2,878	-861	6,372	2,339	—	8,712	39,822	62,897	21,217	84,114

Consolidated statement of profit or loss

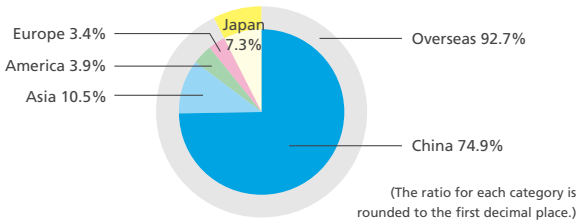
(Million yen)		
Item	FY2023 April 1, 2023 to March 31, 2024	FY2024 April 1, 2024 to March 31, 2025
Revenue	83,928	107,411
Cost of sales	-60,258	-71,056
Gross profit	23,669	36,355
Selling, general and administrative expenses	-11,775	-14,302
Other income	1,346	1,305
Other expenses	-145	-48
Operating profit	13,095	23,309
Finance income	1,071	741
Finance costs	-370	-341
Profit before tax	13,795	23,709
Income tax expense	-5,615	-7,525
Profit	8,180	16,184
Profit attributable to:		
Owners of parent	5,376	10,901
Non-controlling interests	2,803	5,282
Profit	8,180	16,184
Earnings per share		
Basic earnings per share (yen)	112.57	231.55
Diluted earnings per share (yen)	111.04	228.55

Revenue breakdown (Consolidated)

Revenue breakdown by product (FY2024)



Revenue breakdown by region (FY2024)



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 M10JL10

A long stroke-type CNC lathe with 10-inch chuck

- It machines long workpieces with a machining length of 1,000 mm. Designed to be sufficiently compact as to require only around 5.1 m² for installation, it ensures a space-saving floor layout.
- Equipped with a 18.5-kW high-output built-in motor, it produces enhanced geometrical accuracy and surface roughness and performs heavy-duty cutting of large workpieces.
- Conversational programming function (iCAP T) automatically creates an NC program after the user enters the workpiece figures and machining conditions in an interactive format.
- 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.
- A thermal displacement compensation function is introduced to ensure stable dimensions in long-hour continuous processing.



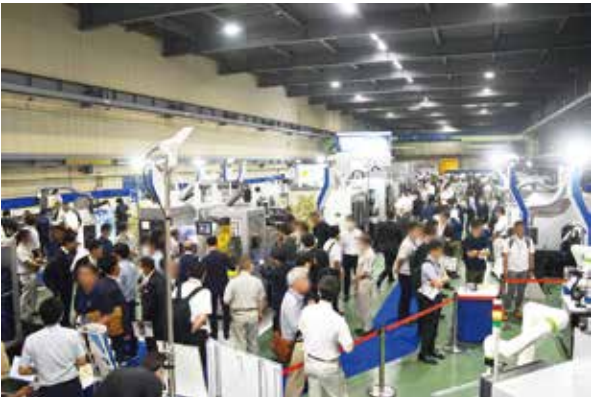
Participated Exhibitions

We have actively developed new business partners.

We held the TSUGAMI TECHNICAL FAIR 2024 at Nagaoka Factory for two days from June 20, 2024.

We participated as an exhibitor in the 32nd Japan International Machine Tool Fair (JIMTOF2024) held at Tokyo Big Sight for six days from November 5, 2024.

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



TSUGAMI TECHNICAL FAIR 2024



JIMTOF2024