Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

November 13, 2025

To whom it may concern:

Company Name: TSUGAMI CORPORATION
Representative Director: Nobuhiro Watabe, Representative Director and President
(Stock Code: 6101, Tokyo Stock Exchange Prime Market)
Contact: Masayuki Kurosawa, Executive Officer, Finance
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Notice of Completion and Result of Acquisition of Treasury Shares, and Decision on Matters Relating to Acquisition of Treasury Shares

(Acquisition of Treasury Shares under the Provisions of the Articles of Incorporation pursuant to Article 459, Paragraph 1 of the Companies Act)

TSUGAMI CORPORATION (the "Company") announces the completion of acquisition period and result of the acquisition of treasury shares (under the provisions of the Articles of Incorporation pursuant to Article 459, Paragraph 1 of the Companies Act) that it resolved at the Board of Directors' meeting held on July 18, 2025. Details are as stated in section I below.

The Company also announces that at a meeting of its Board of Directors held on November 13, 2025, it resolved matters concerning the acquisition of treasury shares pursuant to the provisions of Article 459, Paragraph 1 of the Companies Act. Details are as stated in section II below.

I Completion and result of acquisition of treasury shares

1. Acquisition period: From July 18, 2025 to November 12, 2025
2. Class of stock to be acquired: Common stock
3. Resolution passed at the Board of Directors' meeting held on July 18, 2025 and results of acquisition

	Content of resolution	Results of acquisitions	Utilization rate
Total number of shares able to be acquired	500 thousand shares (maximum)	151,600 share	30.32%
Total value of shares to be acquired	925 million yen (maximum)	329,462,500 yen	35.62%

* The Company has acquired treasury shares as shown in the table above, comprehensively considering its financial position and the trends in its stock price.

4. Method of acquisition: Purchase on the market of the Tokyo Stock Exchange

II Decision on matters relating to acquisition of treasury shares

1. Reason for the acquisition of treasury shares
   To implement flexible capital policy measures in response to future changes in the management environment.
2. Details of matters concerning the acquisition
   (1) Type of stock to be acquired: Common stock of the Company
   (2) Total number of shares able to be acquired: 500 thousand shares (maximum)
   (Ratio to the total number of shares outstanding (excluding treasury shares)1.07%)
   (3) Total value of shares to be acquired: 1,300 million yen (maximum)
   (4) Acquisition period: From November 13, 2025 to May 12, 2026
   (5) Method of acquisition Purchase on the market of the Tokyo Stock Exchange

(Reference)

Holding status of treasury shares as of November 12, 2025

Total number of issued shares:	48,000	thousand shares
Number of treasury shares:	1,067	thousand shares
Ratio of treasury shares to the total number of issued shares:	2.22 %	