

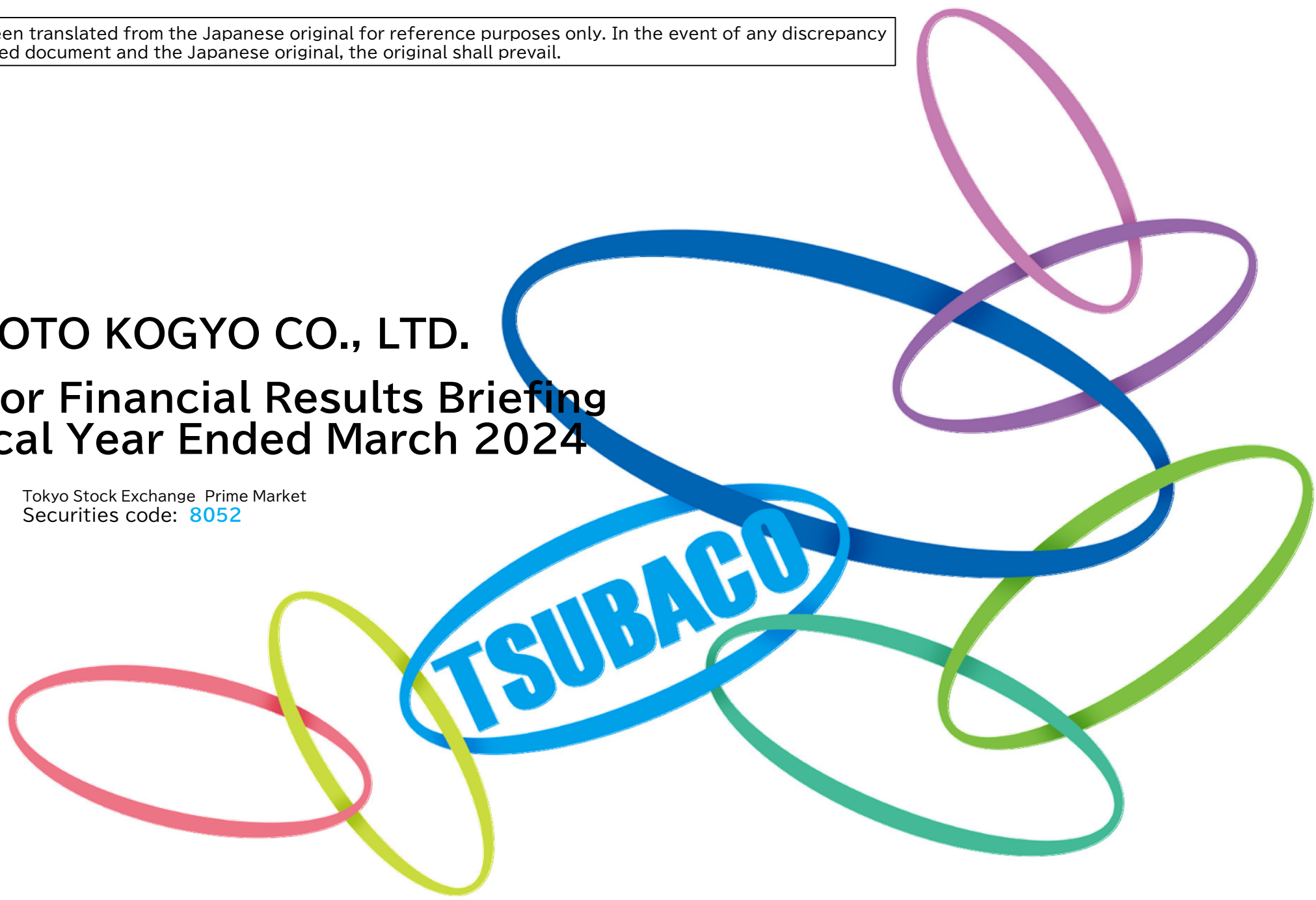
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TSUBAKIMOTO KOGYO CO., LTD.

Materials for Financial Results Briefing for the Fiscal Year Ended March 2024

May 24, 2024

Tokyo Stock Exchange Prime Market
Securities code: **8052**



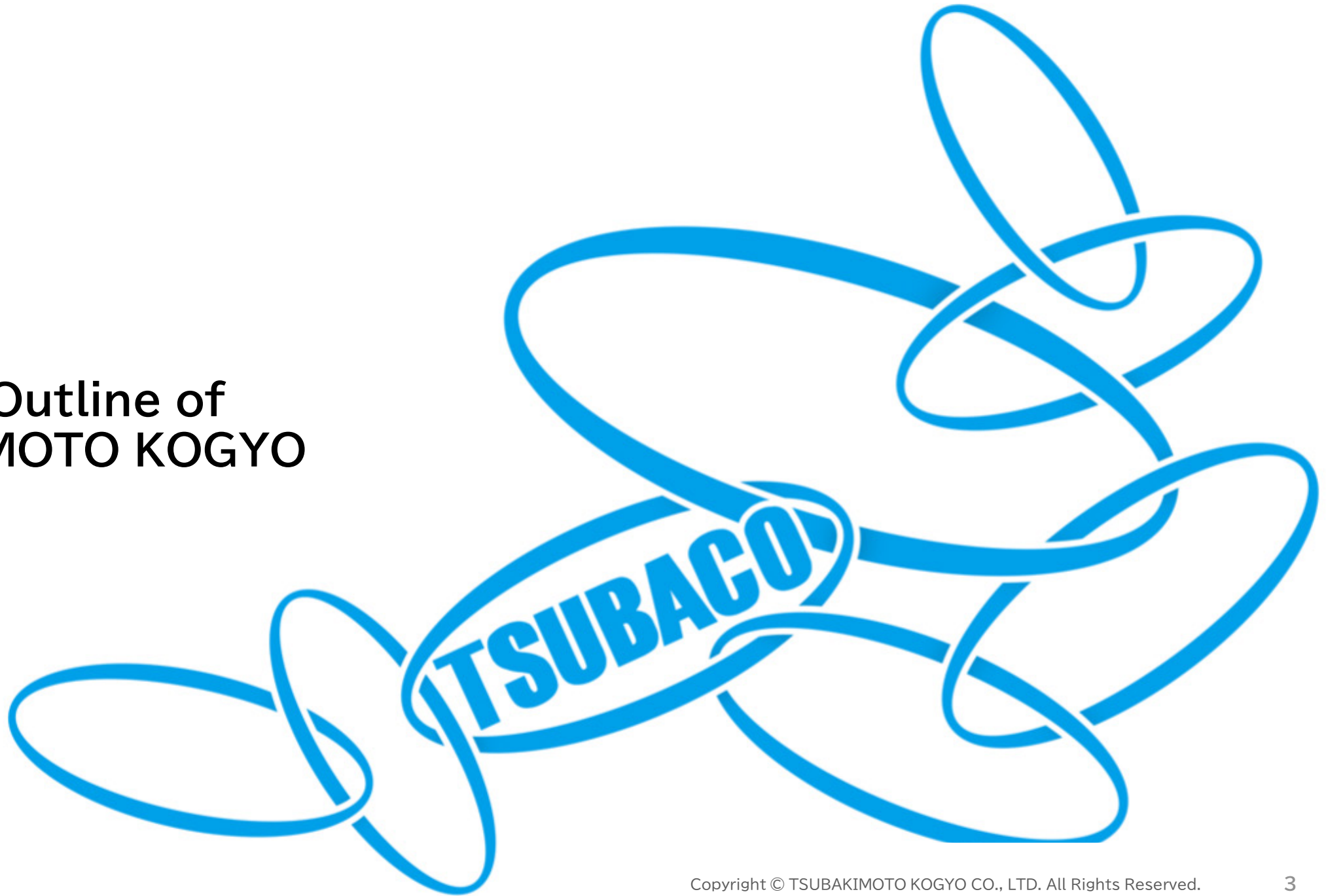
TSUBACO

A decorative graphic consisting of several overlapping, colorful loops in shades of blue, purple, green, and pink. The word "TSUBACO" is written in a bold, blue, sans-serif font, slanted upwards, and is positioned within one of the loops.

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Chapter 1

Business Outline of TSUBAKIMOTO KOGYO





Total support for on-site issues with
100 years of experience
in corporate technology

An engineering trading company that
solves problems by combining
engineering **X** coordination

Business Portfolio

Power Transmission Business

49.3 %

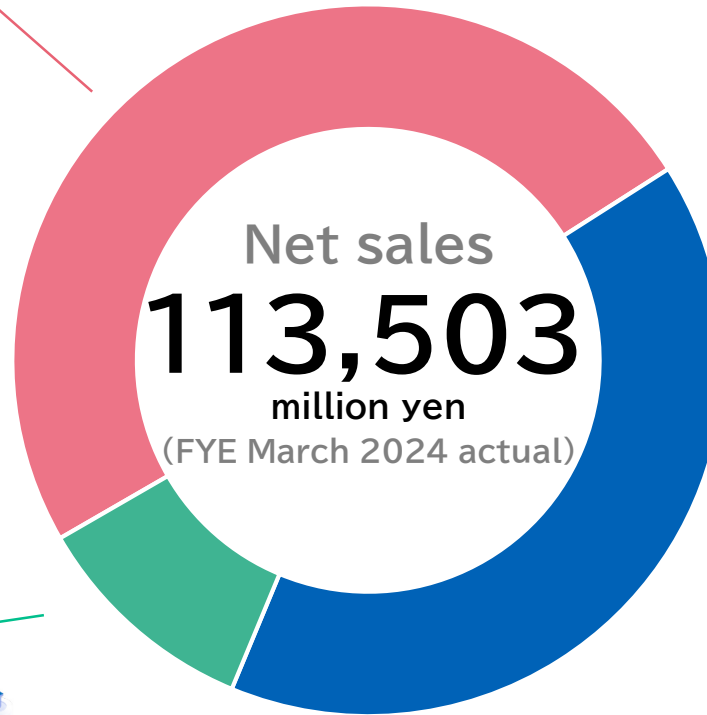
Various drive parts
such as reducers/accelerators
Various transport parts
such as conveyor chains
Control equipment
Various sensors
Electronic equipment
Other transmission equipment



Industrial Materials Business

10.4 %

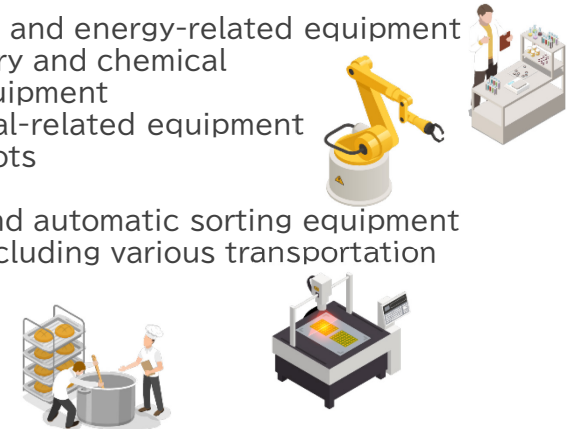
Various non-woven fabrics and processed
products thereof
Various synthetic resin molding machines and
molded products
Functional materials



Facility & Equipment Business

40.3 %

Environmental and energy-related equipment
Food machinery and chemical
machinery equipment
Pharmaceutical-related equipment
Industrial robots
Machine tools
Automation and automatic sorting equipment
FA systems including various transportation
equipment



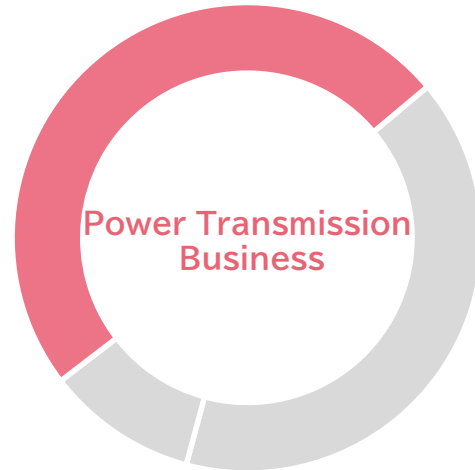
Power Transmission Business

A core business in which we handle a broad range of power transmission parts with a formidable product lineup

Connecting with customers through our ability to provide targeted solutions, an unwavering strength built up through our long history

Percentage of
net sales

49.3 %



Relevance

Product development based on co-work with Tsubakimoto Chain

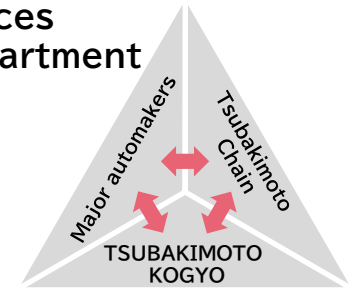


EV charge/discharge devices

Building strong alliances in the Auto Drive Department



Timing chains

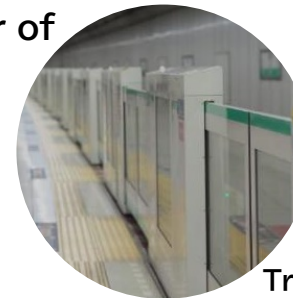


Strength of products

Handling a large number of leading products

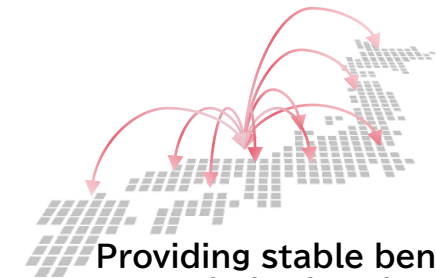


Roller chains



Train station platform doors

A long list of suppliers and customers built through time-tested relationships



Providing stable benefits through expanded sales channels

Business Model (Power Transmission Business)

**Number of suppliers × Number of products
= Power of a trading company**

Covering a broad range of needs on the strength of an extensive supplier network and a lineup encompassing everything from standalone to composite products



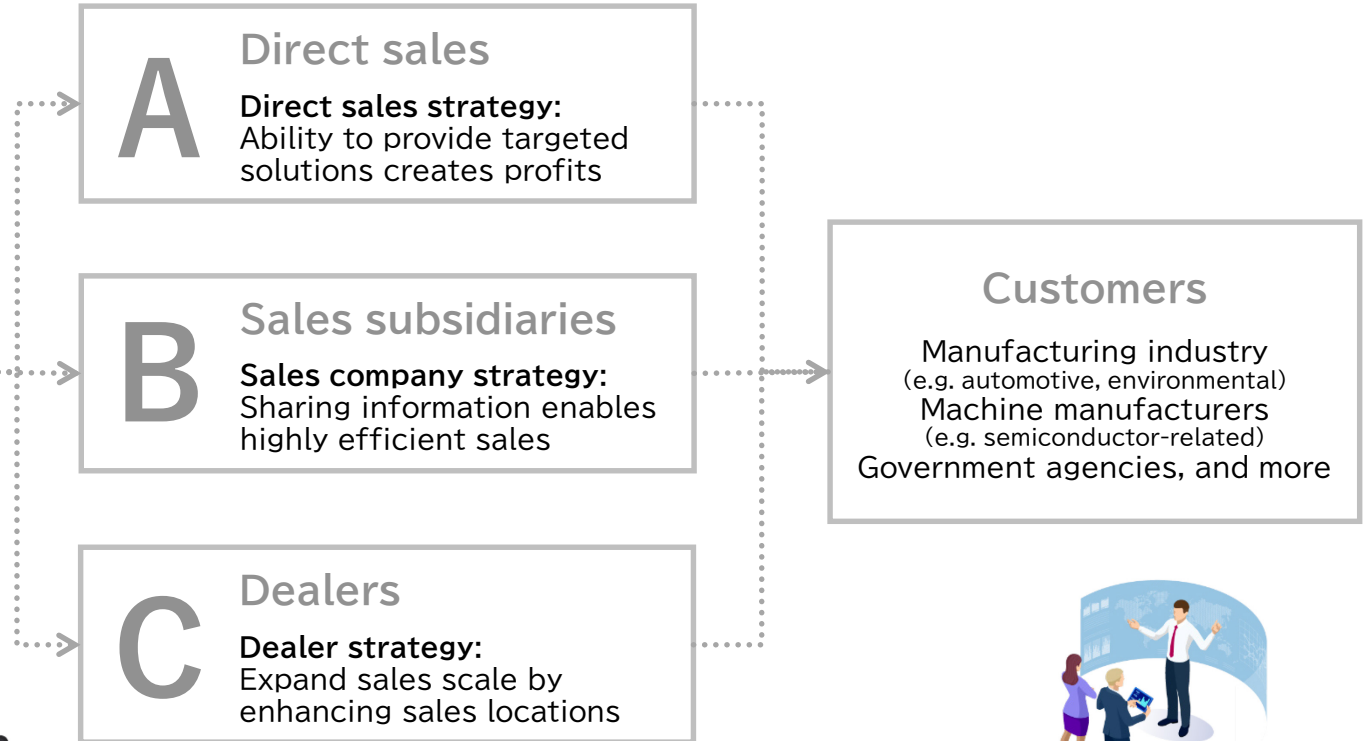
**Top market share × Brand power
= Profit margin**

Formidable strength of products, namely those of Tsubakimoto Chain, a market leader in providing chains for automotive and general industry



Highly profitable channel strategy

Maintaining brand power and share and quantitative expansion through sales network and high profitability on the strength of a channel strategy based on a balance between direct and indirect



Facility & Equipment Business

Provides solutions that **connect** the world

A growth business that leverages our strengths in engineering to resolve labor shortages and other societal issues

Percentage of
net sales

40.3 %

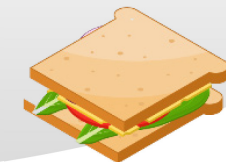
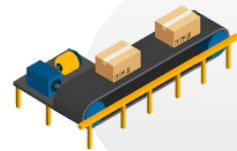


Solutions

Sorting equipment for logistics centers



Factory automation



Business Model (Facility & Equipment Business)



Industrial Materials Business

Development capacity proven by our long history

Developed products using the most advanced materials available to deliver a combination of high value-added and originality

Percentage of
net sales

10.4 %



Solutions

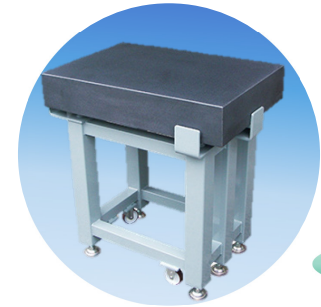
Ebonite
parts



Non-woven
fabrics



Precision stone
surface plates

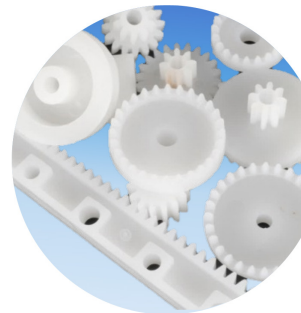


1916

1975

2001

Molded plastic
products



Calmer pumps

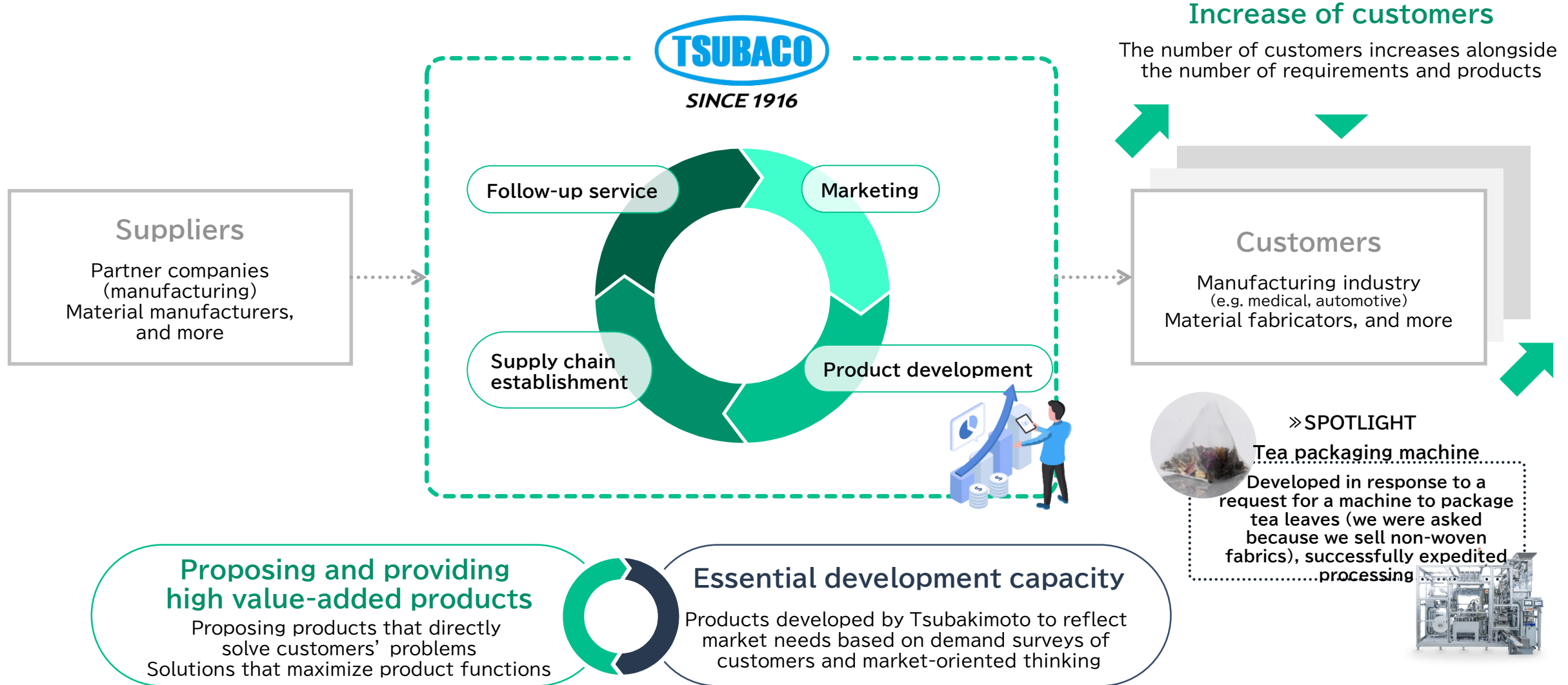
→Licensed in 1990



Microfiber



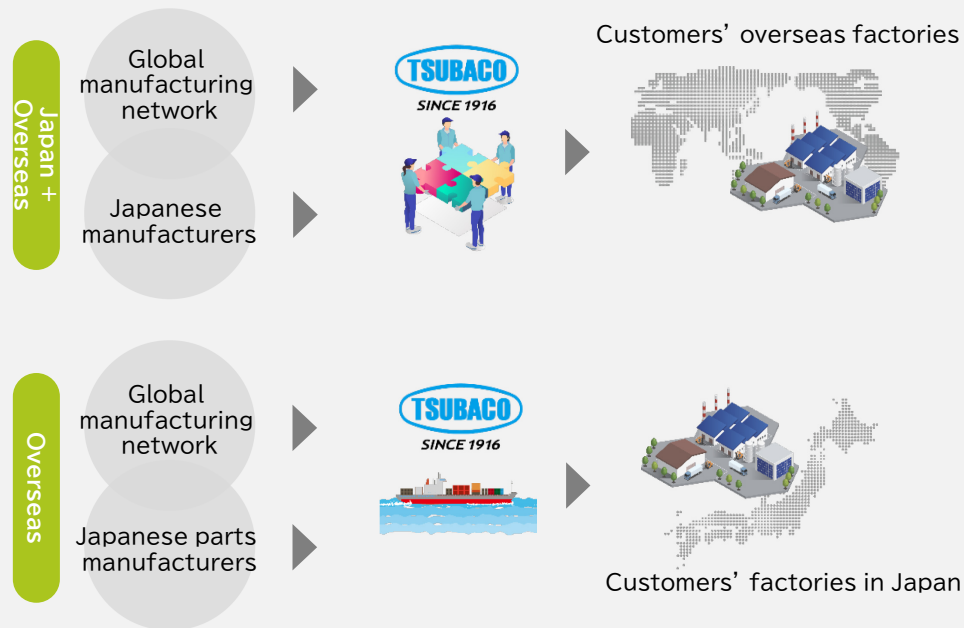
Business Model (Industrial Materials Business)



Overseas Business

Strength of products and solution functions developed in Japan

Creating leads for overseas factory equipment projects and popularizing materials discovered and developed overseas in Japan



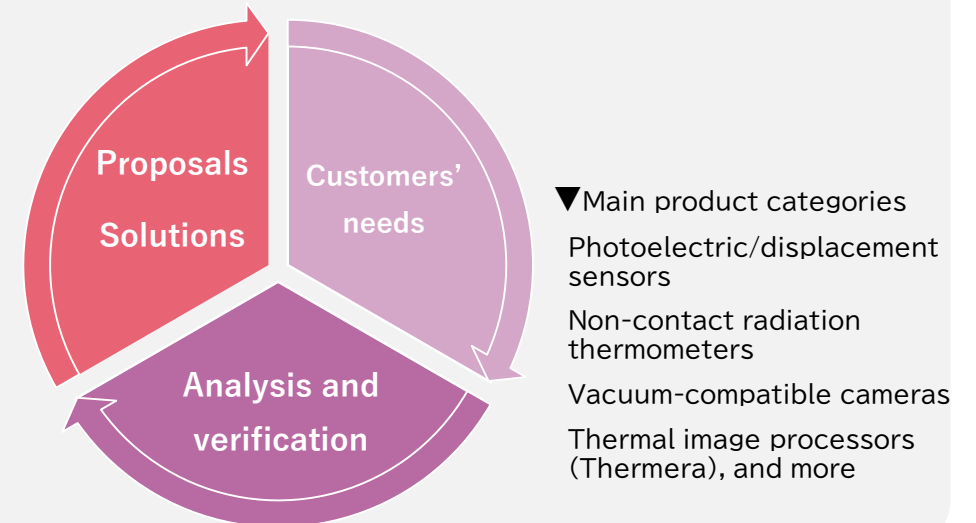
Fields and businesses with promising growth

Sensing Business

Visualizing previously invisible things

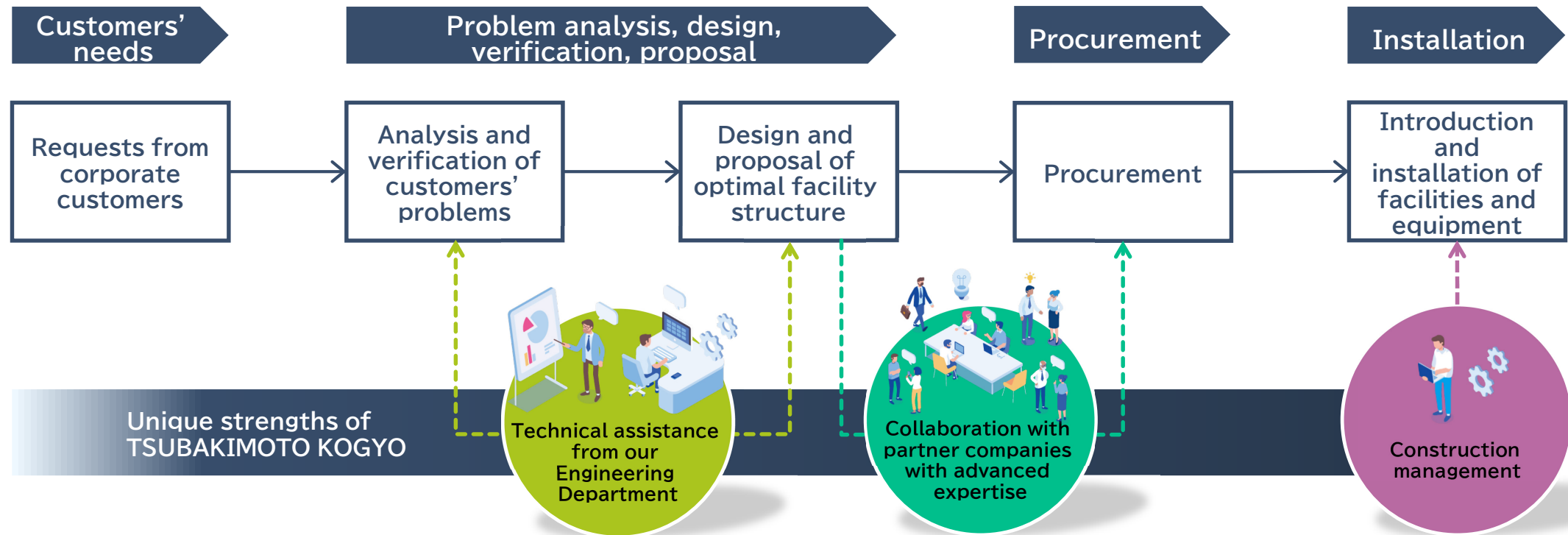
A business derived from the Power Transmission Business
Characterized by the large amount of combinations of material strengths × sales channels

Our strength lies in proposing the establishment of IoT- and AI-based systems for collecting and analyzing data



TSUBAKIMOTO KOGYO's Strengths 1: Capacity for Solutions

Total support for fulfilling requirements and solving problems for customers, from design and proposals to procurement, installation, and operation

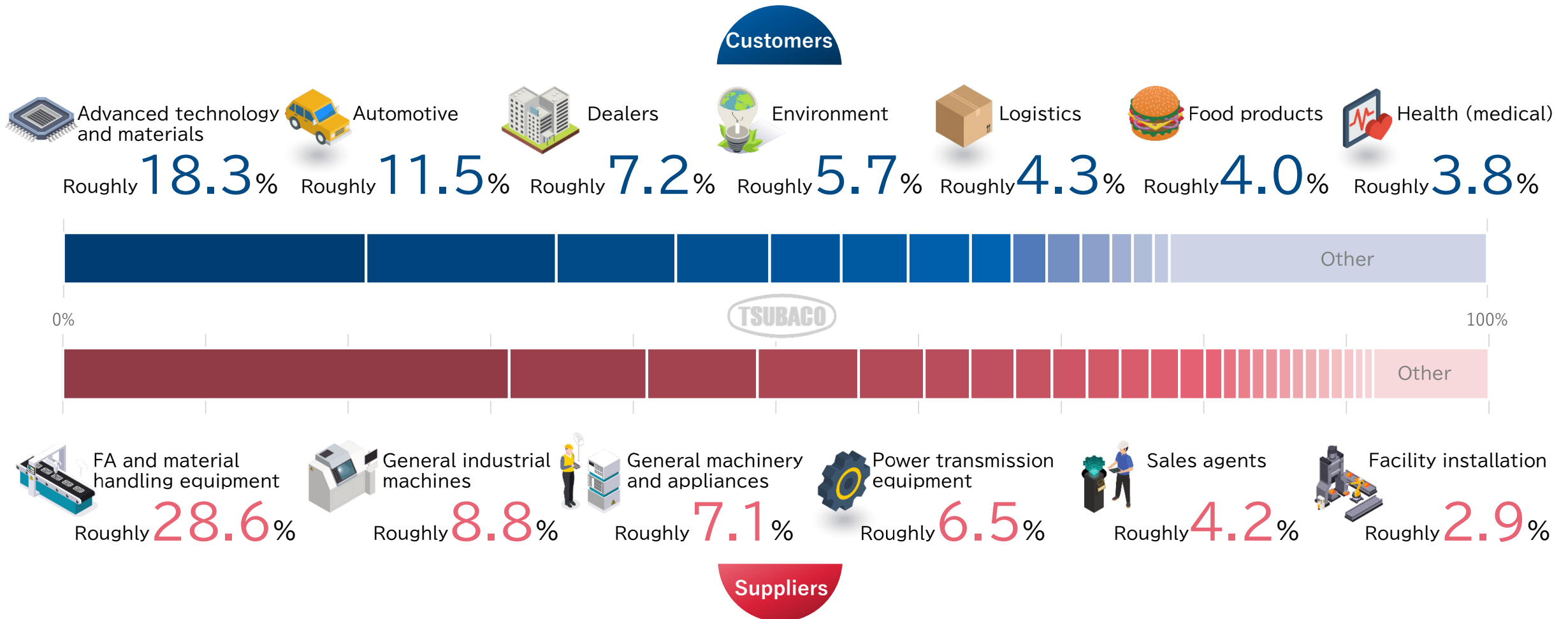


[TSUBAKIMOTO KOGYO Solution Story](#)



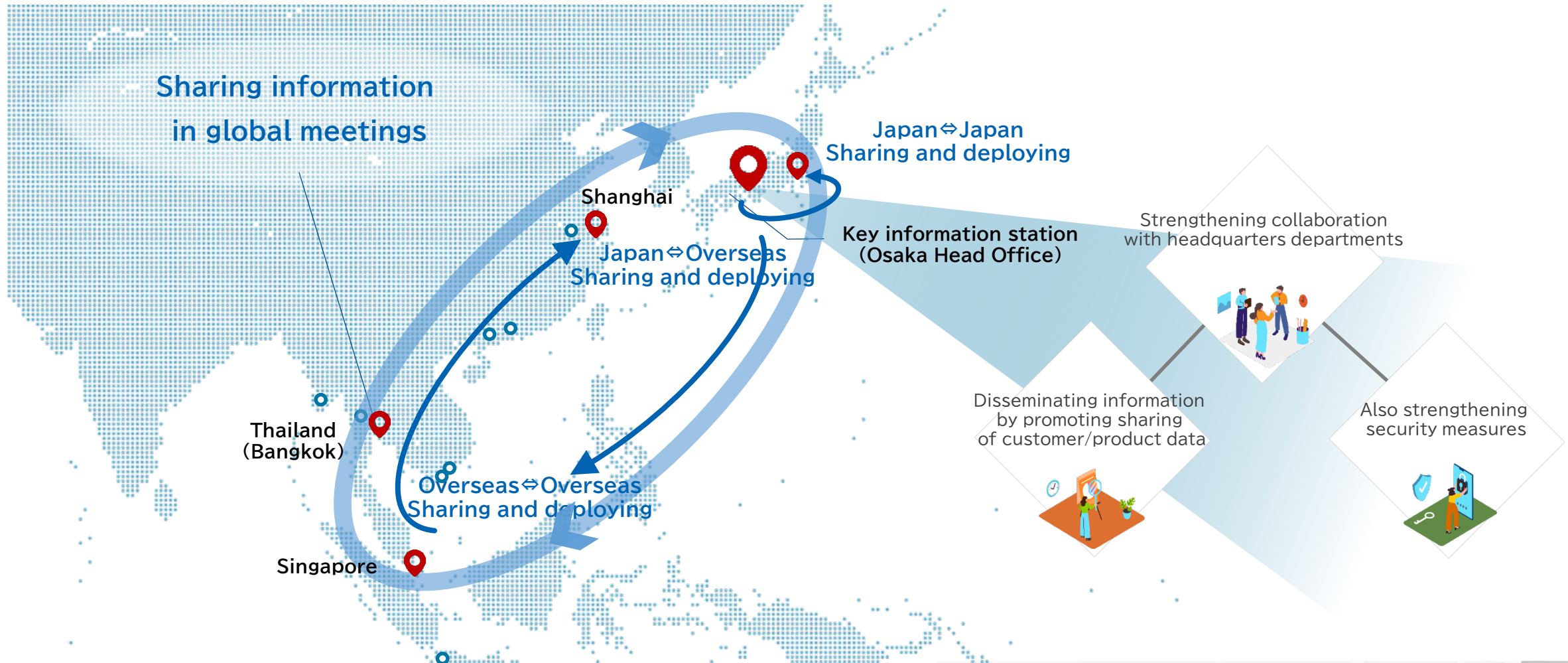
TSUBAKIMOTO KOGYO's Strengths 2: Partner Network

We have established a robust network of partners by continuously expanding our dealings with a growing number of industries over the past century



TSUBAKIMOTO KOGYO's Strengths 3: Global Network

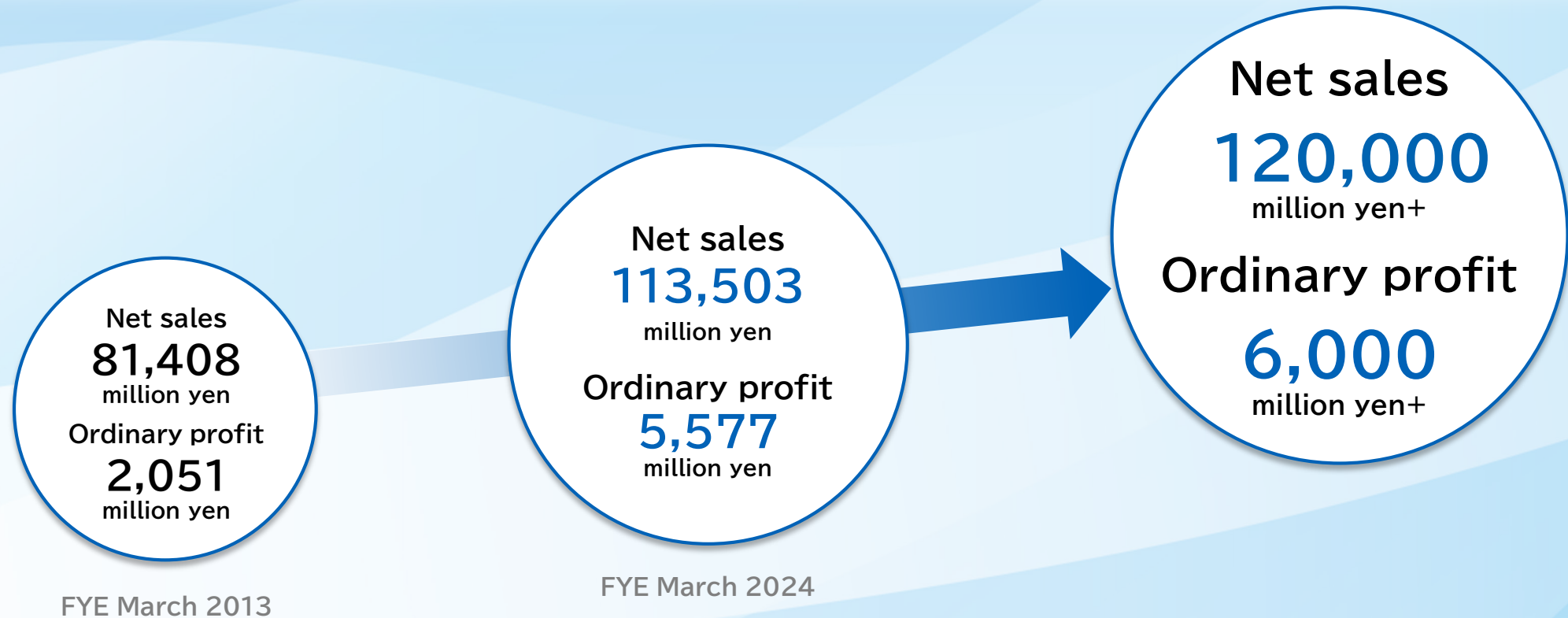
Sharing and deploying engineering trading company strengths and expertise with the Group
Striving to improve our services and ability to provide targeted solutions with the aim of growing sustainably and resolving societal issues



Growth Trajectory 1

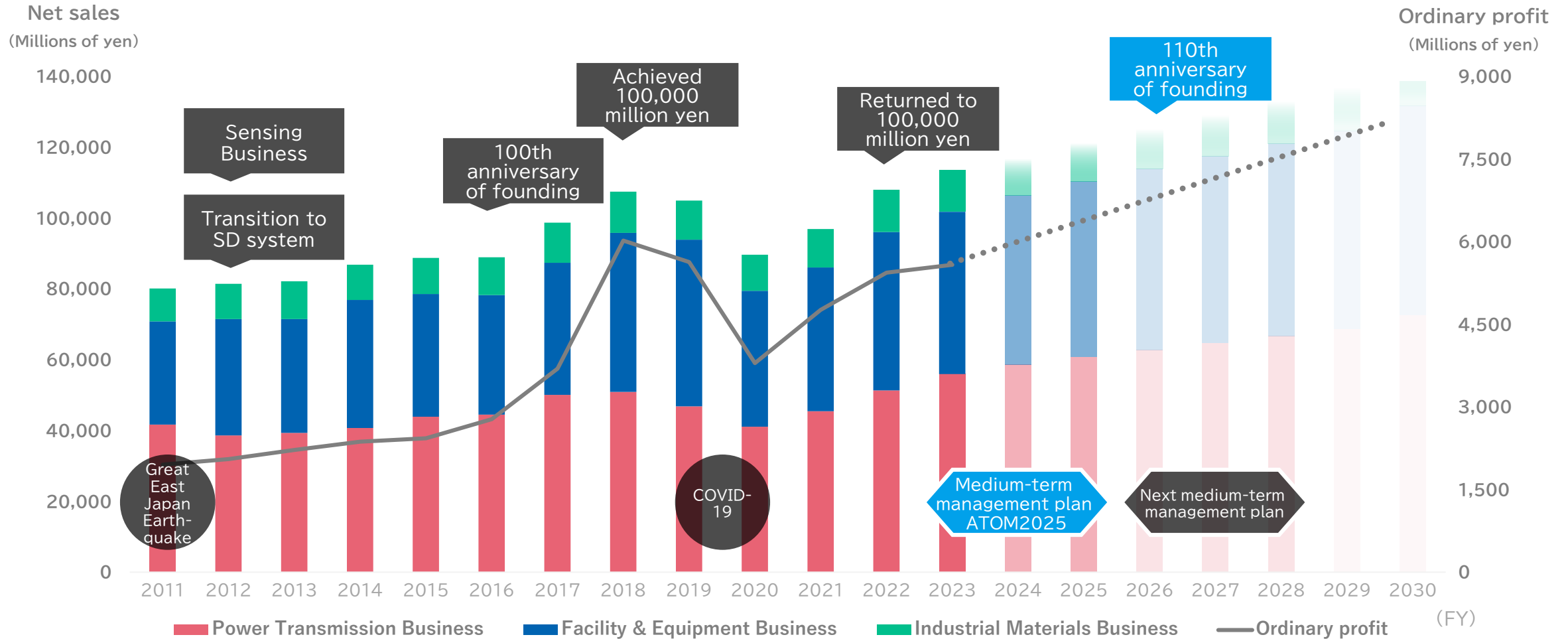
Continue to respond to the requests of the times, pioneer, and transform to expand net sales to the 100,000 million-yen level

Profitability strengthening toward the 110th anniversary of the Company's founding



Growth Trajectory 2

Expand business domains by combining synergy between businesses with regional strategies and achieve further growth for the next 100 years



Chapter 2
**Consolidated Financial Results for
the Fiscal Year Ended March 2024**



Fiscal year ended
March 2024
HIGHLIGHTS

Despite rising geopolitical tension and mounting economic uncertainty, we set a new record with net sales in excess of 110,000 million yen and recorded higher profits than last year

Net sales

113,503

million yen

(+5.1% YoY)

Operating profit

5,233

million yen

(+2.6% YoY)

Order backlog

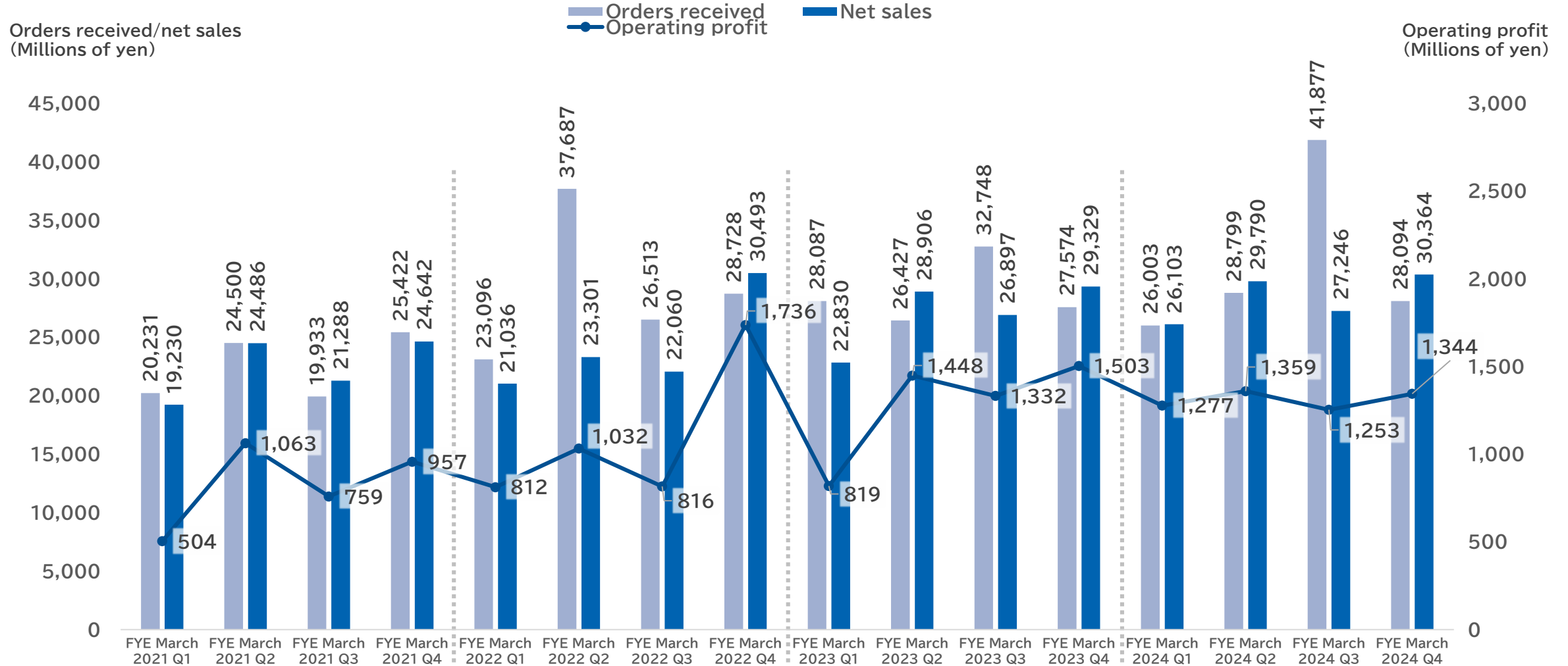
76,145

million yen

(+17.4% YoY)

Quarterly Consolidated Financial Results

Quarterly consolidated financial results



Consolidated Financial Results

(Unit: Millions of yen)	FYE March 2023	FYE March 2024	Year-on-year		Comparison to targets			
	(actual)	(actual)	Increase (decrease)	Percentage	Initial target	Percentage	Revised target (published Oct. 27, 2023)	Percentage
Orders received	114,837	124,773	+9,936	+8.7%	-	-	-	-
Order backlog	64,875	76,145	+11,270	+17.4%	-	-	-	-
Net sales	107,963	113,503	+5,539	+5.1%	100,000	113.5%	107,000	106.1%
Operating profit	5,102	5,233	+130	+2.6%	4,250	123.1%	5,000	104.7%
Operating profit margin	4.7%	4.6%	-	(0.1)%pts	4.3%	-	4.7%	-
Ordinary profit	5,434	5,577	+142	+2.6%	4,600	121.2%	5,350	104.2%
Ordinary profit margin	5.0%	4.9%	-	(0.1)%pts	4.6%	-	5.0%	-
Profit attributable to owners of parent	3,667	4,000	+333	+9.1%	3,050	131.2%	3,750	106.7%
Basic earnings per share* (yen)	195.18	212.90	+17.72	+9.1%	162.33	131.2%	199.5	106.7%
Return on equity (ROE)	11.4%	10.8%	-	(0.6)%pts	-	-	-	-
Ratio of ordinary profit to total assets (ROA)	6.7%	6.2%	-	(0.5)%pts	-	-	-	-

* Basic earnings per share calculated after 3-for-1 share split executed on April 1, 2024.

Orders Received and Order Backlog (by Segment)

(Unit: Millions of yen)	Orders received						Order backlog					
	FYE March 2023		FYE March 2024		Year-on-year		FYE March 2023		FYE March 2024		Year-on-year	
	Amount	Percentage	Amount	Percentage	Increase (decrease)	Percentage	Amount	Percentage	Amount	Percentage	Increase (decrease)	Percentage
Eastern Japan Headquarters	40,461	35.2%	41,086	32.9%	+625	+1.5%	24,568	37.9%	25,444	33.4%	+875	+3.6%
Western Japan Headquarters	40,593	35.3%	49,158	39.4%	+8,564	+21.1%	27,703	42.7%	38,734	50.9%	+11,031	+39.8%
Central Japan Headquarters	16,040	14.0%	16,231	13.0%	+190	+1.2%	8,138	12.5%	7,944	10.4%	(193)	(2.4)%
Strategic Business Development Center	21,354	18.6%	21,383	17.1%	+29	+0.1%	7,277	11.2%	6,690	8.8%	(587)	(8.1)%
Adjustments	(3,611)	(3.1)%	(3,085)	(2.5)%	+526	-	(2,813)	(4.3)%	(2,667)	(3.5)%	+145	-
Total	114,837	100.0%	124,773	100.0%	+9,936	+8.7%	64,875	100.0%	76,145	100.0%	+11,270	+17.4%

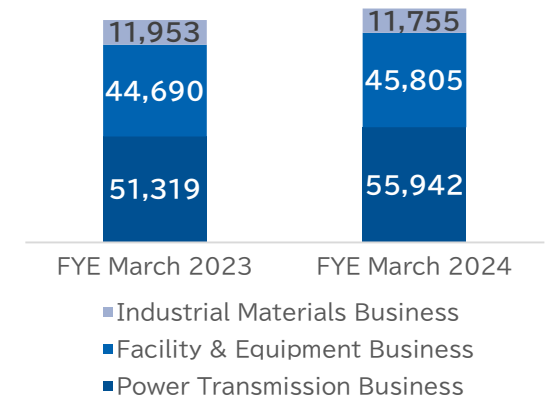
Net Sales and Segment Profit (by Segment)

(Unit: Millions of yen)	Net sales						Segment profit					
	FYE March 2023		FYE March 2024		Year-on-year		FYE March 2023		FYE March 2024		Year-on-year	
	Amount	Percentage	Amount	Percentage	Increase (decrease)	Percentage	Amount	Percentage	Amount	Percentage	Increase (decrease)	Percentage
Eastern Japan Headquarters	36,436	33.7%	40,210	35.4%	+3,774	+10.4%	1,705	33.4%	2,213	42.3%	+508	+29.8%
Western Japan Headquarters	41,073	38.0%	38,127	33.6%	(2,945)	(7.2)%	3,189	62.5%	2,818	53.8%	(371)	(11.6)%
Central Japan Headquarters	13,766	12.8%	16,424	14.5%	+2,658	+19.3%	631	12.4%	930	17.8%	+299	+47.5%
Strategic Business Development Center	19,490	18.1%	21,971	19.4%	+2,480	+12.7%	875	17.2%	798	15.3%	(77)	(8.9)%
Adjustments	(2,803)	(2.6)%	(3,230)	(2.8)%	(427)	-	(1,298)	(25.4)%	(1,527)	(29.2)%	(228)	-
Total	107,963	100.0%	113,503	100.0%	+5,539	+5.1%	5,102	100.0%	5,233	100.0%	+130	+2.6%

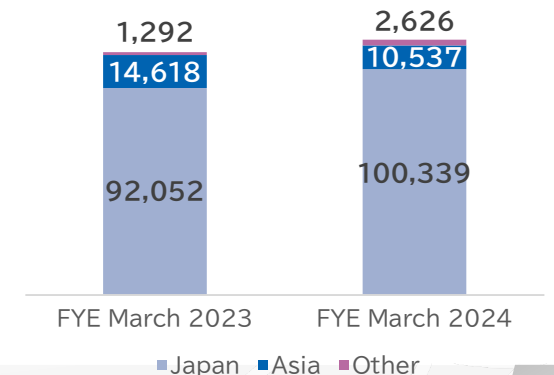
By Business and Region

(Unit: Millions of yen)	Net sales					
	FYE March 2023		FYE March 2024		Year-on-year	
	Amount	Percentage	Amount	Percentage	Increase (decrease)	Percentage
Power Transmission Business	51,319	47.5%	55,942	49.3%	+4,622	+9.0%
Facility & Equipment Business	44,690	41.4%	45,805	40.3%	+1,115	+2.5%
Industrial Materials Business	11,953	11.1%	11,755	10.4%	(198)	(1.7)%
Total	107,963	100.0%	113,503	100.0%	+5,539	+5.1%
Japan	92,052	85.3%	100,339	88.4%	+8,286	+9.0%
Asia	14,618	13.5%	10,537	9.3%	(4,081)	(27.9)%
Other	1,292	1.2%	2,626	2.3%	+1,334	+103.3%
Total	107,963	100.0%	113,503	100.0%	+5,539	+5.1%

Consolidated financial results by business



Consolidated financial results by region



Consolidated Balance Sheet (Unit: Millions of yen)

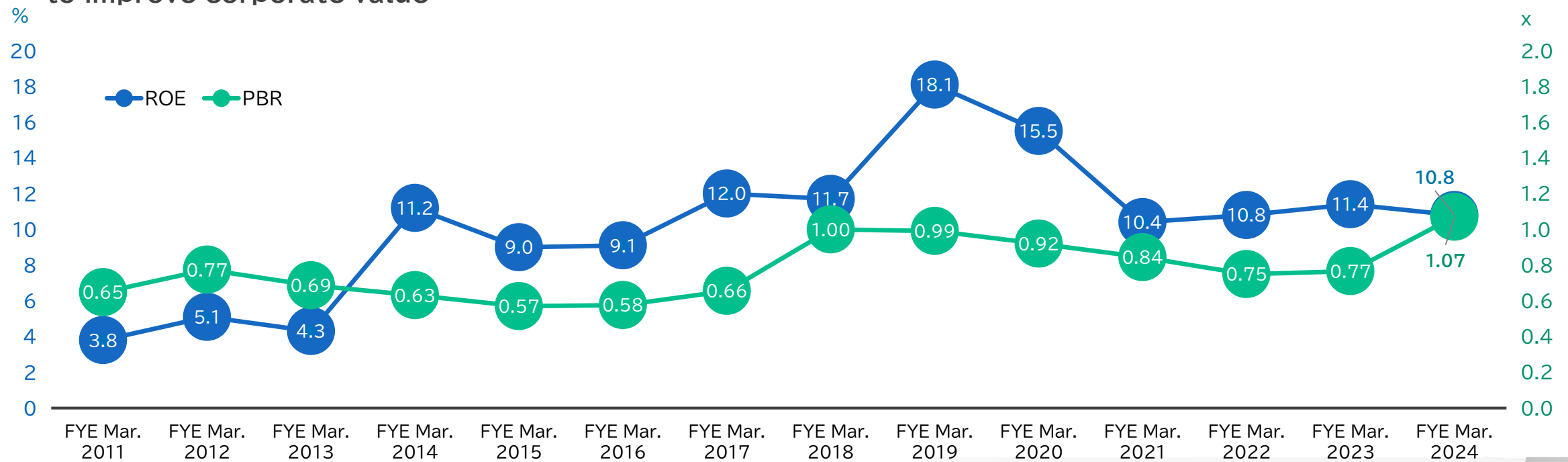
Item	As of March 31, 2023	As of March 31, 2024	Increase (decrease)	Main factors
Assets				
Current assets	71,049	76,279	+5,229	Cash and deposits +3,927 Notes and accounts receivable - trade, and contract assets +2,200
Non-current assets	13,424	18,477	+5,052	
Total assets	84,474	94,756	+10,282	
Liabilities				
Current liabilities	47,730	50,080	+2,349	Notes and accounts payable - trade +2,362
Non-current liabilities	2,704	4,298	+1,594	
Total liabilities	50,434	54,379	+3,944	
Net assets				
Shareholders' equity	30,455	33,439	+2,983	Retained earnings +2,983
Accumulated other comprehensive income	3,350	6,694	+3,344	
Non-controlling interests	233	243	+9	
Total net assets	34,039	40,377	+6,337	
Total liabilities and net assets	84,474	94,756	+10,282	

Cash Flow Statement (Unit: Millions of yen)

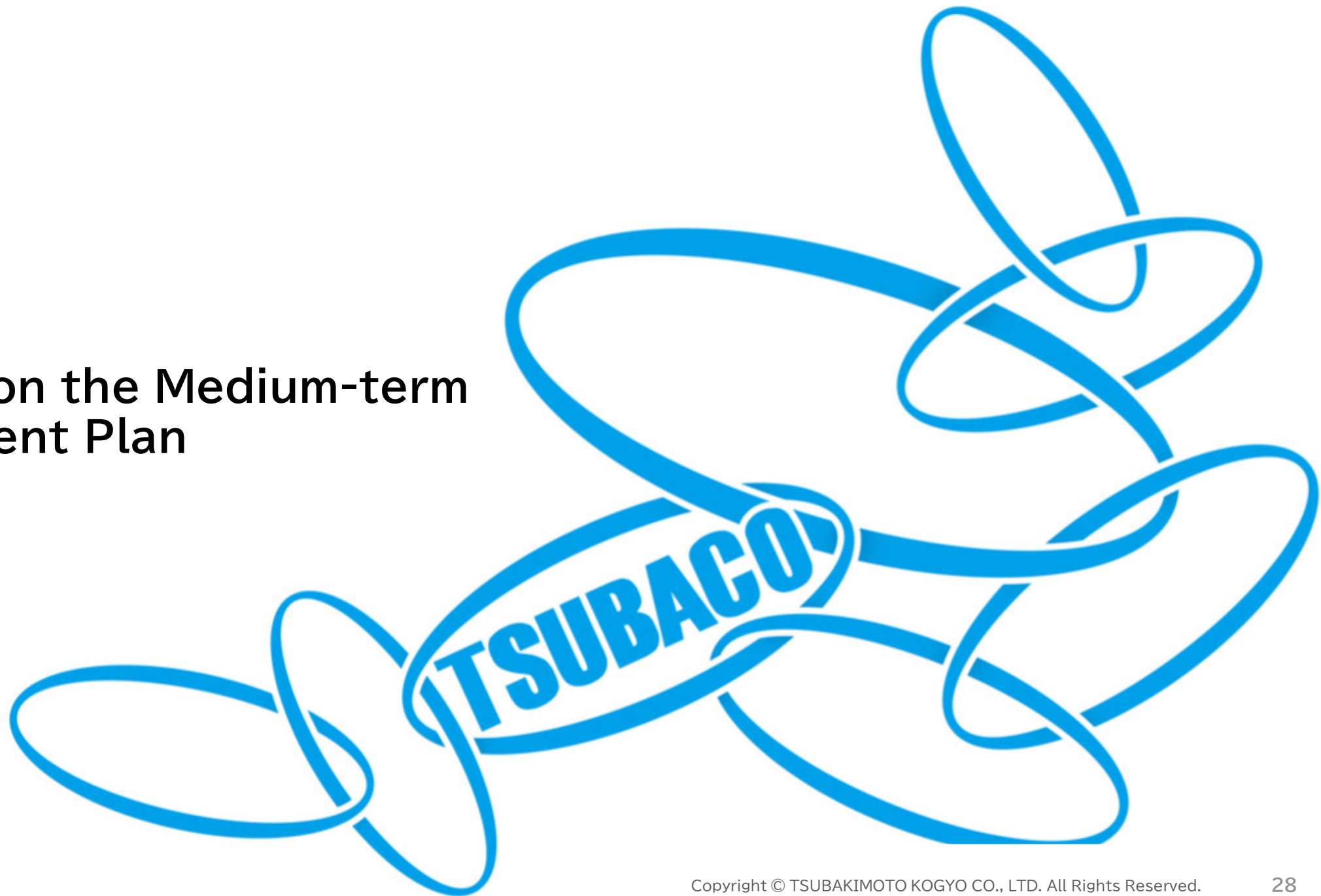
Item	FYE March 2023	FYE March 2024	Main factors
Cash flows from operating activities	6,716	5,015	Profit before income taxes +5,761 Increase in trade payables +1,028 Income taxes paid (1,976)
Cash flows from investing activities	(461)	(69)	Purchase of non-current assets (500) Proceeds from sale of investment securities +461
Cash flows from financing activities	(971)	(1,077)	Decrease in dividends paid (1,013)
Effect of exchange rate change on cash and cash equivalents	40	59	
Net increase (decrease) in cash and cash equivalents	5,323	3,927	
Cash and cash equivalents at beginning of period	17,604	22,927	
Cash and cash equivalents at end of period	22,927	26,855	
Free cash flow	6,255	4,946	

Financial Indicators (ROE/PBR)

- ROE remains high amid earnings growth; the FY2025 target of 10% in the medium-term management plan expected to be achieved
- ROE sufficiently exceeds 6%–8% of the cost of equity envisioned by the Company based on CAPM, contributing to ongoing improvement of corporate value
- Efforts to maintain a high ROE and reduce the cost of equity have borne fruit; PBR is above 1.0x for the current year
- Executed 3-for-1 share split and enhanced shareholder benefits program to encourage a broad range of individual investors to continue holding the Company's shares
- Ongoing proactive dialogue with the capital market and reflection of results in management in an effort to improve corporate value



Chapter 3
**Progress on the Medium-term
Management Plan**



Progress on the Medium-term Management Plan

More effective measures promoted in FY2024 in terms of both business strategies and management foundation strengthening



Progress on Priority Measures

1

Cultivating core industries



➤Combating labor shortages

Increased deliveries of sorting equipment for major logistics centers (demand increased for e-commerce logistics involving apparel/food products/consumer goods, etc.)

➤Environmental conservation (energy)

Increased results for environment/energy equipment and devices (developed solar panel recycling equipment, biomass-related demand grew stronger)

Demand increased for recycled product conveyance equipment (e.g. environment/household electronics recycling)

➤Measures to combat climate change (carbon neutrality)

Orders received thanks to increase in demand for EV/FCV equipment, battery production facilities, etc.

Demand increased for engine parts for shift to hydrogen/HV (impact of trend toward EV)

Positive



Captured industries under problem-solving approach
Delved deeper into logistics/environment/automotive industries

2

Strengthening approaches to new fields



➤Proposed equipment designed for the robotics field

AI-enabled robots, autonomous mobile robots (AMR), etc.

Solutions combining existing products with AI and other advanced imaging technology, etc.

➤Expanded business domain in the EV field

Promoted development of new products, namely parts for secondary battery production equipment

➤Expanded production facilities and parts for semiconductor production facilities

Proposed overseas parts, developed plasma power equipment, etc.

➤Drone inspections, surveying services … explored new business fields

Applied in surveys/shift to 3D for factory equipment, indoor/outdoor equipment, playground equipment inspections

Non-destructive testing application, drone parts and other peripheral equipment and device development in sight

Neutral



Contributed to a sustainable society
Made approaches to fields with growth potential
Results in semiconductor/EV and other existing fields

Progress on Priority Measures

3

Expanding sales of high-value-added products



- Number of foreign products imported to accommodate domestic demand increased
 - Number of products handled from Taiwan, USA, Europe increased
 - Continued providing domestic products as alternatives in pursuit of supplier responsibility (BCP)
- Proposed fully customized products in material fields
 - Newly handled products increased thanks to development of advanced materials (biodegradable films, non-woven fabrics)
- Further enhanced Tsubakimoto-brand products
 - Successfully developed medium-speed tea packaging machine (popular model), shifted to mass production
- Enhancement of domestic network and strengthening of collaboration with domestic and overseas sales companies
 - Expanded sales channels through establishment of domestic subsidiaries (Niigata/Toyama/Ishikawa area)

Positive



Increased the number of imported products and development results for high-value-added products to accommodate changes in individual and societywide demand
Expanded domestic sales network for developed products

4

Explore business opportunities in a decarbonized society



- Results from adopting non-contact (magnetic) machines to contribute to CO2 reduction increased
 - Results of joint development in advanced technology (semiconductors, liquid crystal) fields increased
 - Demand increased for energy-saving conveyance equipment parts, namely in the clean domain
- Orders for EV charge/discharge devices (eLINK) increased (3.0x)
 - Demand increased in VPP-related fields, namely for V2B application
- Implemented approach to hydrogen/FCV/EV/engine-related parts
 - Increased supply of parts due to return of demand for ICE (engines)
 - Increased sourcing projects due to stronger alliance with automotive engine parts, onboard parts for EV/HV

Positive



Dulling of external environment for achieving decarbonized society
Changes in business forecast due to climate change
Increased number and sales results of products that contribute to achieving SDGs

Progress on Priority Measures

5

Investment in human capital



1. Improved treatment

Positive



1) Revised initial salary

April 2023 initial salary (from 220,000 yen to 255,000 yen)

* Further increase to 270,000 yen in April 2024

2) Raised base wages of younger employees

Increased 10,000 to 35,000 yen (average of 9%)

* Further increase of 15,000 yen in April 2024

3) Created a system and mechanisms with the aim of "0" overtime

Considered work styles that match the Company, promoted health management

2. Strengthened hiring (new graduates, mid-career hires, people with disabilities)

Positive



1) Diversified hiring channels

- Direct recruiting
- Strengthened collaboration with agents
- Strengthened hiring of mid-career women

+200% budget for mid-career hires compared to 2022

2) Promoted hiring of people with disabilities

Achieved legally mandated percentage of people with disabilities

From 1.2% to 2.3%

Promoting further increase to 2.5%

3. Human resource development

Neutral



1) Utilized e-learning

- Re-skilling to develop digitally capable human resources
- Recommended engineering courses to improve human value-added rate

2) Revised training operations

From group training across the board, consider circumstance (e.g. childcare responsibilities)
Moved to hybrid training where online participation is possible

Progress on Priority Measures

6 Promotion of DX



Positive



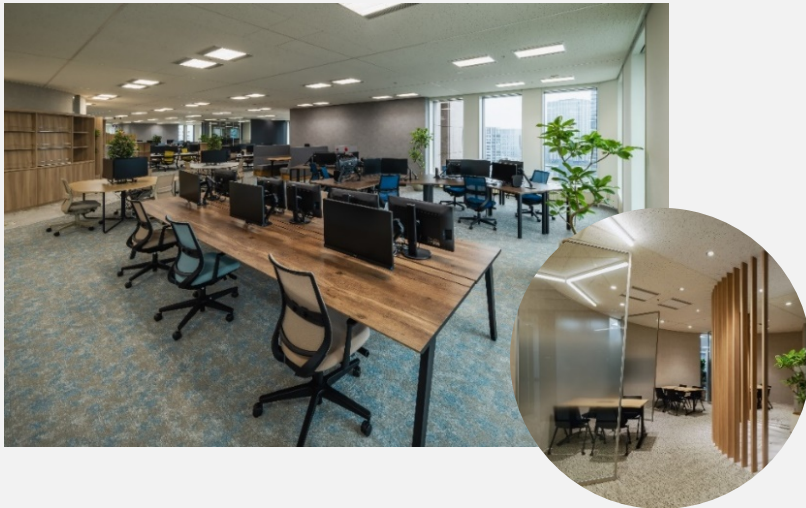
Converted to open plans at key locations (Osaka/Tokyo) (from February 2024)

- Improved communication between employees and streamlined operations
- Shared new brand images for the next 100 years
- Promoted collaboration (co-creation)

Neutral



Used digital technology with an eye toward promoting DX
→Established work environments to accommodate work style reform and create more comfortable workplaces



7

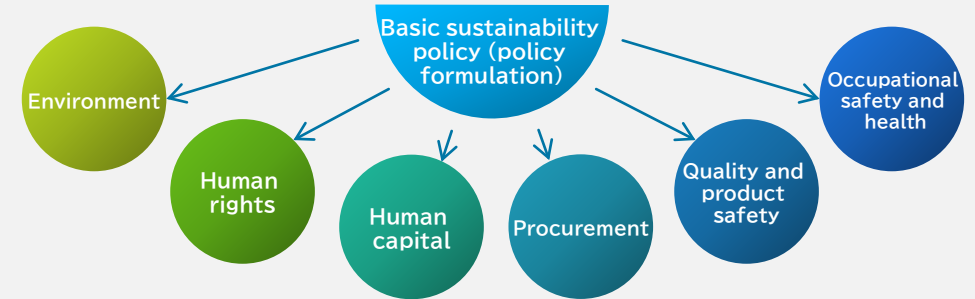
Promotion of sustainability management



Positive



Business activities based on various policies



Neutral



Material issues and KPIs

Material issue	KPI	Base-line	FY2023	FY2025 target
Improve productivity by investing in DX	Annual overtime * Indexed to FY2022	100	114	90
Action to achieve a decarbonized society	GHG emissions (Scope 1 & 2) * Compared to 2013 (t-CO2)	1,293	939 Purchase energy-saving power	30% reduction
Strengthening human capital measures	Human value-added rate * Indexed to FY2022	100	106	108

Financial and Non-financial Targets Through the Years

		FY2022 (actual)	FY2023 (actual)	FY2025 (target)
Financial targets	Ordinary profit (millions of yen)*1	4,472	5,379	5,300
	ROE (%) *1*2	9%	10%	10%
Non-financial targets	Human value-added rate *3*4	100	106	108
	People with special qualifications *3*5*6	100	101	105
	Percentage of female employees (%) *5	5%	6%	8%
	Percentage of male employees taking childcare leave (%) *5	82%	71%	100%

*1 Excluding special factors (e.g. transient effects)

*4 Calculated by dividing value-added (gross profit) by labor expenses

*2 Profit attributable to owners of parent / Equity capital

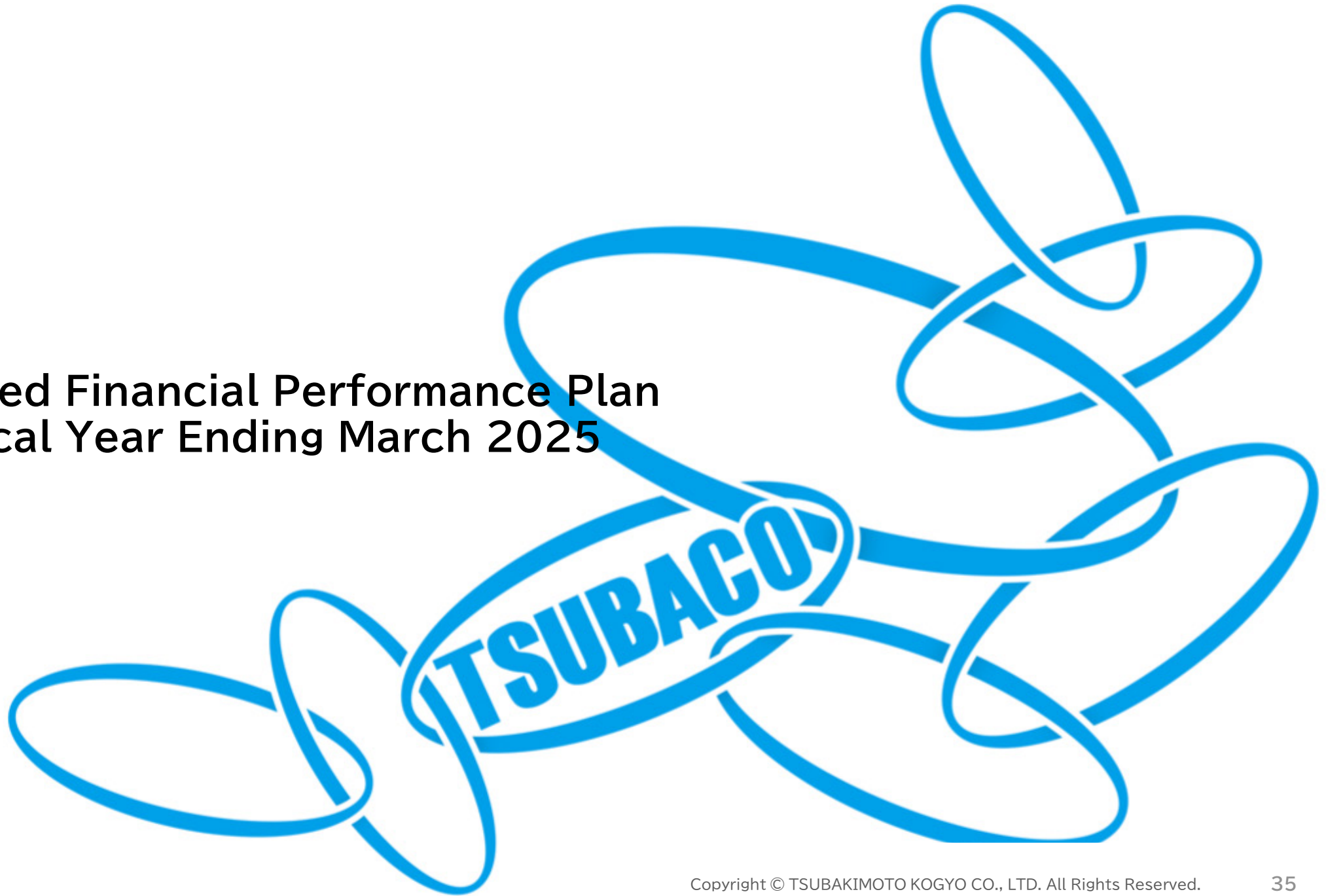
*5 Figures for TSUBAKIMOTO KOGYO CO., LTD. apart from the Group

*3 Indicators indexed to FY2022

*6 Number of people with managing engineer qualifications

Chapter 4

Consolidated Financial Performance Plan for the Fiscal Year Ending March 2025



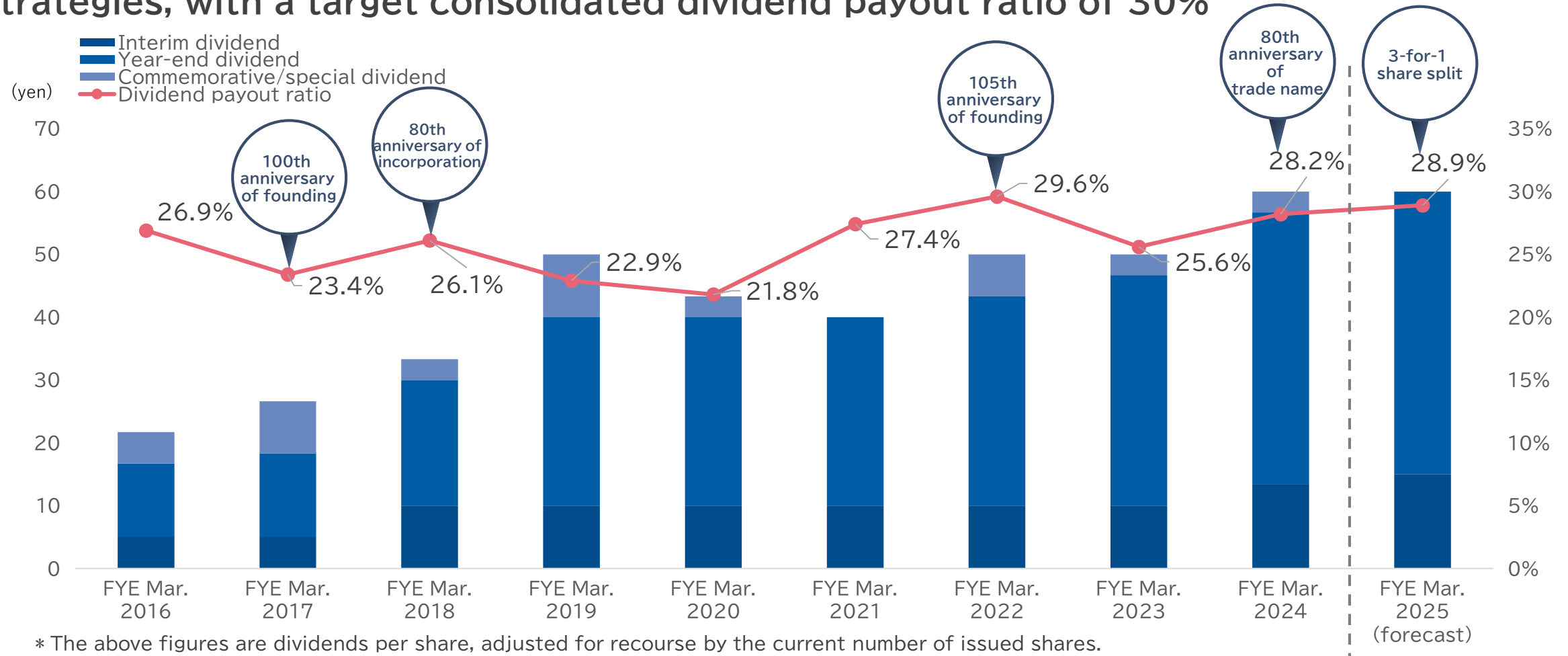
Outlook for the Fiscal Year Ending March 2025

(Unit: Millions of yen)	FYE March 2024	FYE March 2025	Year-on-year	
	(actual)	(projected)	Increase (decrease)	Percentage
Net sales	113,503	116,000	+2,496	+2.2%
Operating profit	5,233	5,500	+266	+5.1%
Operating profit margin	4.6%	4.7%	-	-
Ordinary profit	5,577	5,900	+322	+5.8%
Ordinary profit margin	4.9%	5.1%	-	-
Profit attributable to owners of parent	4,000	3,900	(100)	(2.5)%
Basic earnings per share (yen)	212.90	207.54	(5.36)	(2.5)%

* Basic earnings per share calculated after 3-for-1 share split executed on April 1, 2024.

Dividends

Aiming to further enhance shareholder returns, for example through strategic share buybacks while considering capital needs in the implementation of business strategies, with a target consolidated dividend payout ratio of 30%



* The above figures are dividends per share, adjusted for recourse by the current number of issued shares.

* The Company executed a 1-for-5 share consolidation for common shares on October 1, 2017.

* The Company executed a 3-for-1 share split for common shares on April 1, 2024.

IR Activity Strengthening (Shareholder Benefits)

Twice
/year

Enhancing the shareholder benefits program

[Applicable shareholders]

Shareholders who hold 100 shares (one unit) or more of the Company's common shares and stated or recorded on the shareholder registry as of March 31 and September 30 of each year

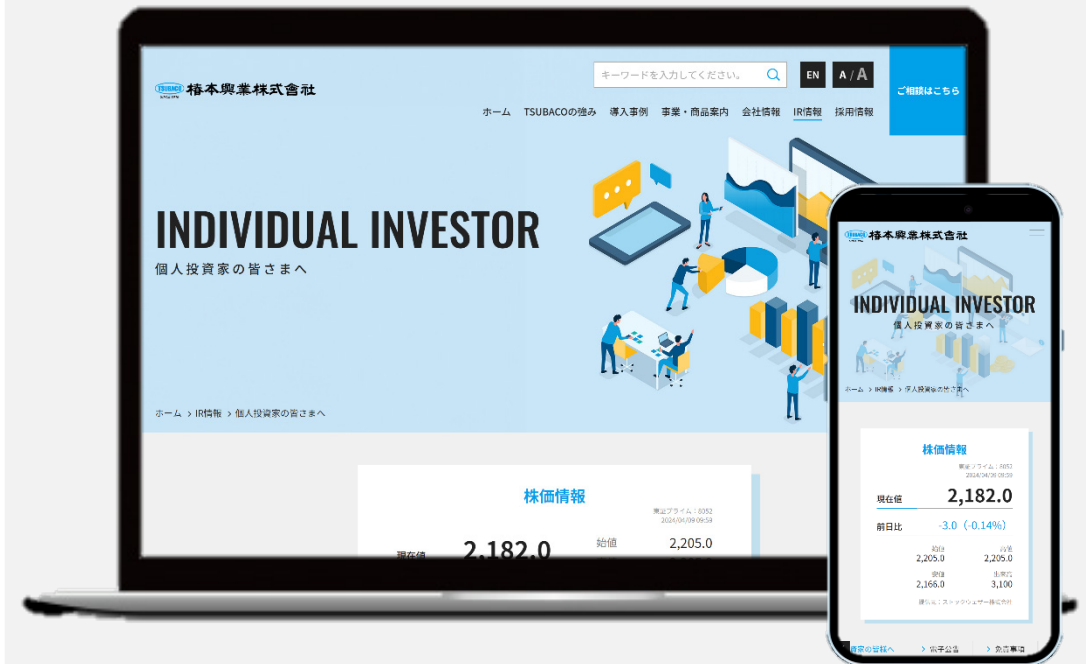
Number of shares held	Benefit
100 shares or more but less than 200 shares	QUO card worth 1,000 yen or donation
200 shares or more but less than 300 shares	QUO card worth 2,000 yen or donation
300 shares or more	QUO card worth 3,000 yen or donation



OR



Established a new “Individual Investor” webpage



We established a new webpage for sharing IR information with individual investors.

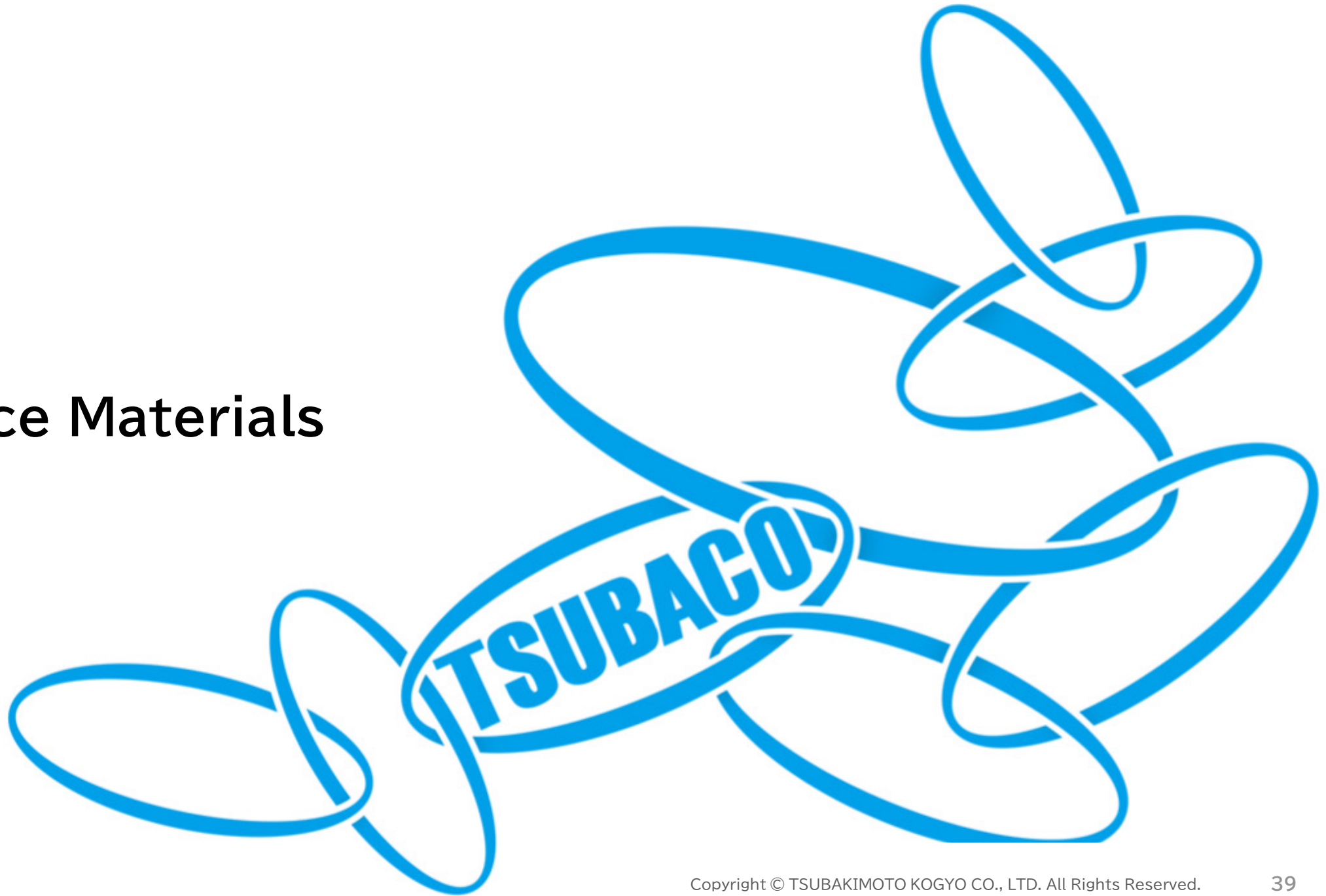
Link to the Individual Investor webpage:
https://tsubaki.co.jp/ja/ir/individual_investor/

(in Japanese)



Chapter 5

Reference Materials



Company Overview

Company name	椿本興業株式会社 English name: TSUBAKIMOTO KOGYO CO., LTD.	
Founded	October 1, 1916	
Incorporated	January 10, 1938	
Head Office address	Osaka Head Office (Headquarters) Tokyo Head Office	Meiji Yasuda Life Osaka Umeda Building 3-3-20 Umeda, Kita-ku, Osaka-shi, Osaka 530-0001 Taiyo Life Shinagawa Building 2-16-2 Konan, Minato-ku, Tokyo 108-8222
Share capital	2,945,915,516 yen (as of March 31, 2024)	
Number of employees	757 (as of March 31, 2024)	
Business description	Sales of machinery, equipment, parts, and accessories Sales of transport machines and accessories and the design, manufacture, and sales of transport machinery and equipment Installation and construction contracting business incidental to the above Sales of metal products, chemical products, ceramic products, wood products, textile products, and oil and fat products Surveying, design, management, and contracting of civil engineering and construction work Ancillary businesses relating to the above business fields	
Number of issued shares	6,497,969 (as of March 31, 2024)	
Listed exchanges	Tokyo Stock Exchange Prime Market Securities code: 8052	



Corporate Motto and Mission Statement

Corporate Motto

“Our motto is to contribute to society through our business activities.”

“We seek to prosper by tirelessly developing new products and seeking out new sales channels.”

Our Mission (Mission to society)

We will utilize the technical expertise build up through years of experience as a general trading company dealing in machinery and technology, bringing new value to our industrial customers through optimized product management.

Our Vision (What we want to achieve)

As a general trading company dealing in machinery and technology, we aim to create new industrial value.

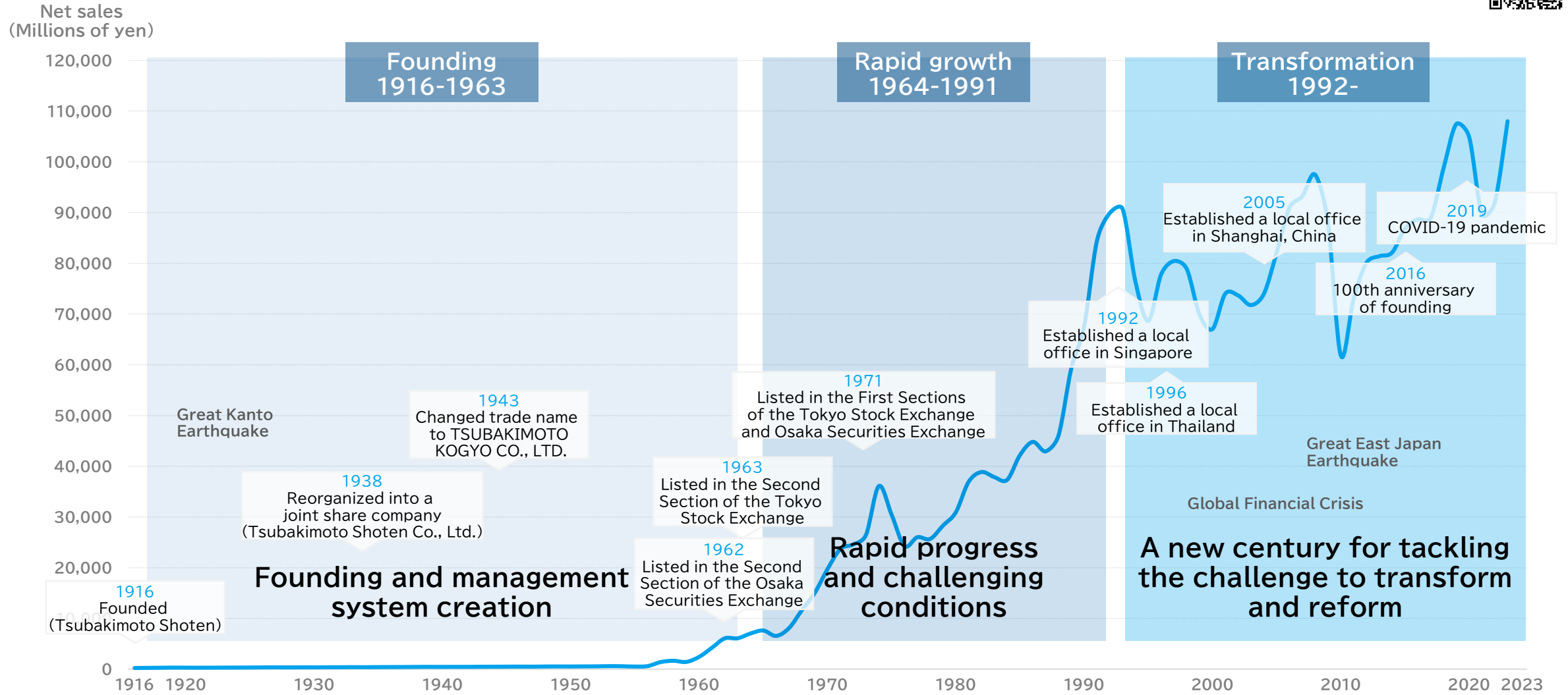
Advanced Technology for Optimum Machinery

Our Concept (Basic approach to achievement)

1. We will fulfill our corporate social responsibility by maintaining social fairness in our dealings and actively endeavoring to meet the demands of society, including the demand for environmental protection.
2. We will contribute to society and the development of industry by supplying the most suitable products to our customers.
3. We will repay the trust of customers and manufactures by obtaining products with the latest technology and working to open up new markets, while constantly assessing global market trends.
4. We will fulfill the mandate of our shareholders by constantly cultivating our ability to harness information, technology, and new idea, in order to enhance our corporate value.

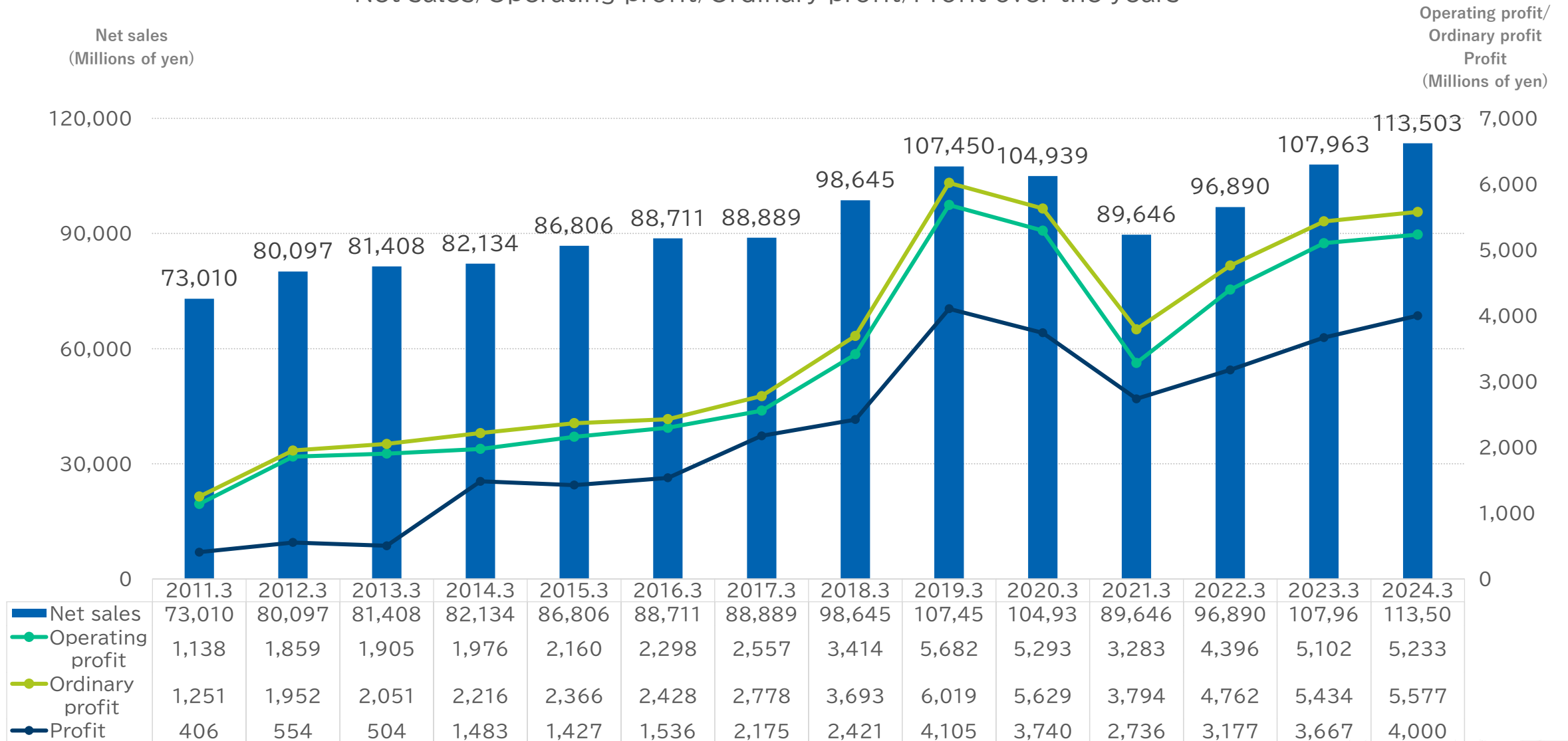
History of TSUBAKIMOTO KOGYO

[Hundred-year history of TSUBAKIMOTO KOGYO](#)



Consolidated Financial Results

Net sales/Operating profit/Ordinary profit/Profit over the years



Worldwide Locations

【Locations outside Japan / representative offices】

- TSUBACO SINGAPORE PTE. LTD. (Singapore)
- TSUBACO KTE CO.,LTD. (Bangkok, Pattaya)
- SHANGHAI TSUBACO CO.,LTD. (Shanghai, Suzhou, Guangzhou)
- TSUBACO (HONG KONG) CO.,LTD. (Hong Kong)
- TSUBACO KOREA CO.,LTD. (Korea)
- PT. TSUBACO INDONESIA (Indonesia)
- TSUBACO VIETNAM CO.,LTD. (Ho Chi Minh City)
- Ho Chi Minh Representative Office
- Myanmar Representative Office

Number of
locations in Japan

33

Number of locations
outside Japan

11

Tokyo Head Office

Yokohama
Branch

TSUBAKIMOTO KOGYO

19 locations

● Head Offices/Branches 4 locations

● Sales Offices 15 locations

Osaka Head Office
(Headquarters)

Nagoya Branch

Sales companies 12 companies
(26 locations)

Action on SDGs I

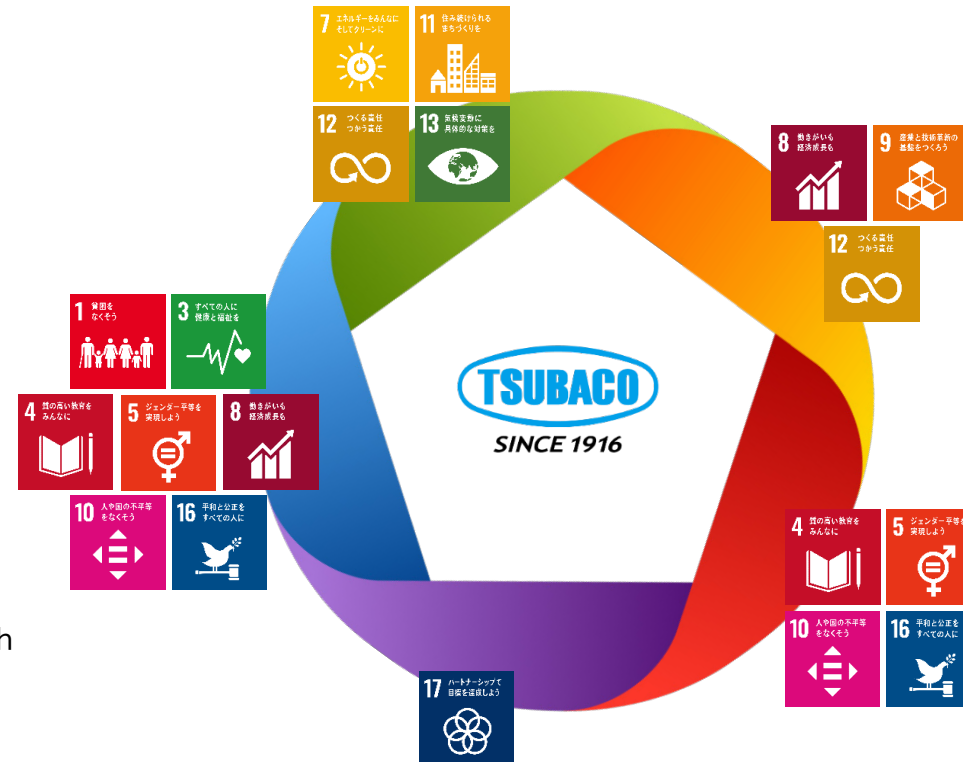
Initiatives to achieve SDGs in various fields

Environment

We are working to reduce the environmental impact of our business activities in general by expanding the handling of environment-related equipment, recycling, reducing CO2 emissions, and reducing electricity and water consumption.

Work style reform and diversity

We will develop an environment in which diverse human resources can choose flexible ways of working. We will also establish a personnel system that enables career development through workplace experience, regardless of age, educational background, gender, nationality, or physical characteristics.



Realization of a sustainable society

We aim to leverage the strengths of our corporate activities to accelerate sustainable development targets. We will also work with companies promoting SDGs to build supply chains.

Quality

Based on our quality policy, we always consider “improvement of customer satisfaction” and provide safe and reliable high-quality services in compliance with the quality manual (ISO9001).

Respecting human rights

Human rights are respected in the work environment, all discriminatory acts are prohibited, and efforts are made to enhance education and training.

Action on SDGs II

The Tsubaco Group views resolving SDG issues as a key management issue, and is expanding its handling and dealings with SDG-compatible products that contribute to reducing environmental impact, resolving labor shortages, automation, and more.

[Aiming to achieve a sustainable society: Business portfolio for successful value creation]

Power Transmission Business

There are many issues at production plants, including resolving labor shortages and automation. We not only sell individual products, but also leverage our technical skills to propose improvements to optimize lines (utilizing robots, transitions to IoT and data visualization and the utilization thereof) and provide comprehensive support by proposing units and devices.

Facility & Equipment Business

Manufacturing plants face a variety of issues, including saving energy and resources to improve productivity, and pursuing quality and ever-advancing technology. We provide optimal solutions by proposing systems that combine robots and other advanced engineering.

Overseas Business

We provide new value by demonstrating our strength of products and solutions functions cultivated in Japan.

Industrial Materials Business

We aim to accelerate proposals of new materials mainly for the health and sanitation fields, develop new high value-added, original products for the environmental and decarbonization fields, and develop new business fields.

Sensing Business

We strive for further growth by expanding business for surveying and testing devices, AI, and IoT, and introducing next-generation technology in response to changing demand, for example automation and equipment monitoring to resolve labor shortages.

Top management

Representative Director & Chairman			Tetsuya Tsubakimoto			
Corporate management	Sales & marketing	Finance & accounting	Legal & compliance	DX & IT	ESG	Internationality
Representative Director & President			Masashi Koda			
Corporate management	Sales & marketing	Finance & accounting	Legal & compliance	DX & IT	ESG	Internationality
Director, Executive Managing Officer			Hiroshi Kasugabe			
Corporate management	Sales & marketing	Finance & accounting	Legal & compliance	DX & IT	ESG	Internationality
Director, Executive Managing Officer			Hiroyuki Ito			
Corporate management	Sales & marketing	Finance & accounting	Legal & compliance	DX & IT	ESG	Internationality
Director (Outside Independent)			Kenichi Atarashi			
Corporate management	Sales & marketing	Finance & accounting	Legal & compliance	DX & IT	ESG	Internationality
Director (Outside Independent)			Hideki Ninomiya			
Corporate management	Sales & marketing	Finance & accounting	Legal & compliance	DX & IT	ESG	Internationality

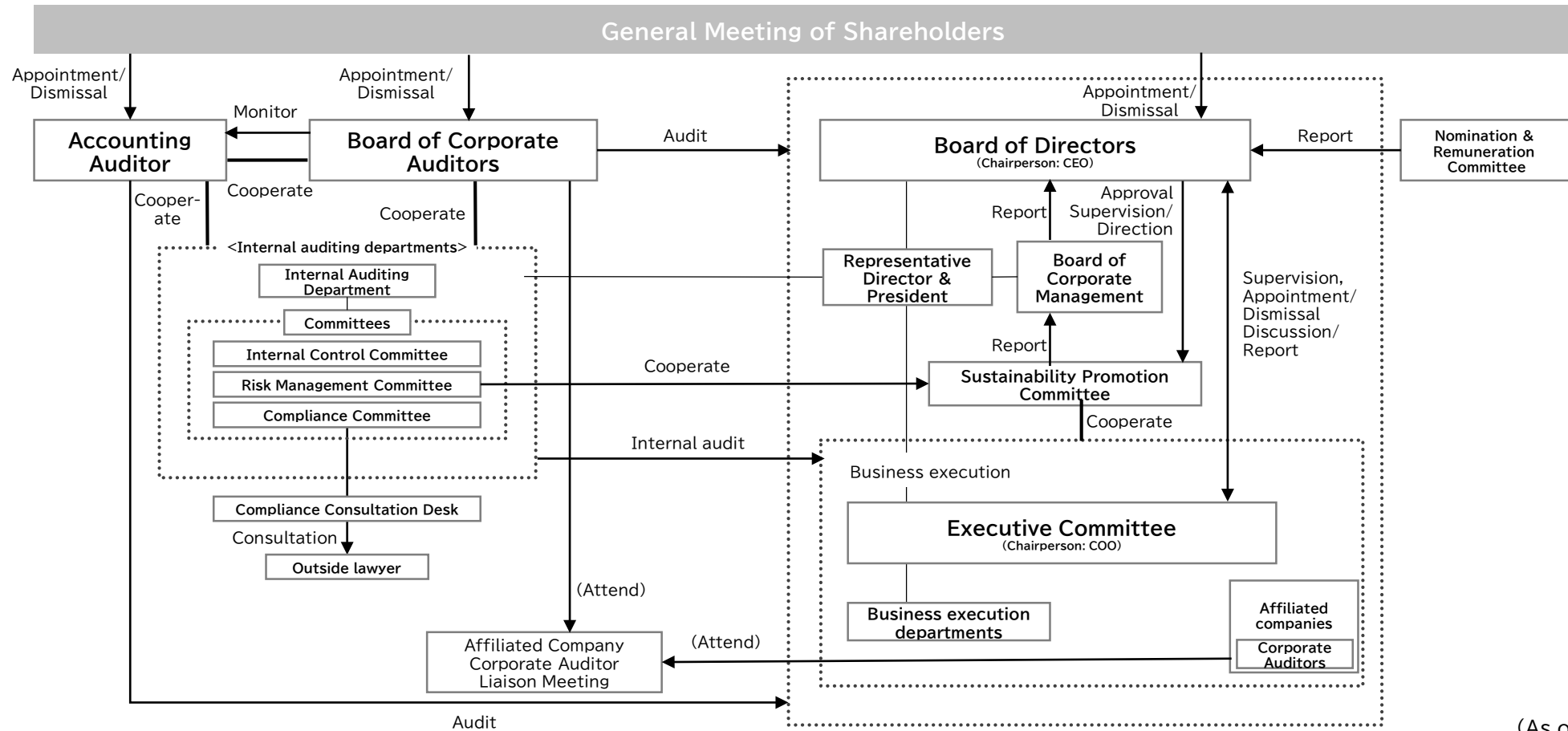
Director (Outside Independent)			Yumiko Yasuhara			
Corporate management	Sales & marketing	Finance & accounting	Legal & compliance	DX & IT	ESG	Internationality
Full-time Corporate Auditor			Kaoru Yamakita			
Corporate management	Sales & marketing	Finance & accounting	Legal & compliance	DX & IT	ESG	Internationality
Full-time Corporate Auditor			Osamu Ogawara			
Corporate management	Sales & marketing	Finance & accounting	Legal & compliance	DX & IT	ESG	Internationality
Full-time Corporate Auditor (Outside)			Hitoshi Kobayashi			
Corporate management	Sales & marketing	Finance & accounting	Legal & compliance	DX & IT	ESG	Internationality
Corporate Auditor (Outside Independent)			Naomichi Yamamoto			
Corporate management	Sales & marketing	Finance & accounting	Legal & compliance	DX & IT	ESG	Internationality

(As of March 31, 2024)

Corporate Governance

We consider the keys of corporate governance to be swift, proper decision-making on the Company's management by the Board of Directors, faithful implementation of business based on those decisions, and maintaining compliance in the decision-making and operational execution processes.

[Governance system diagram]



(As of March 31, 2024)

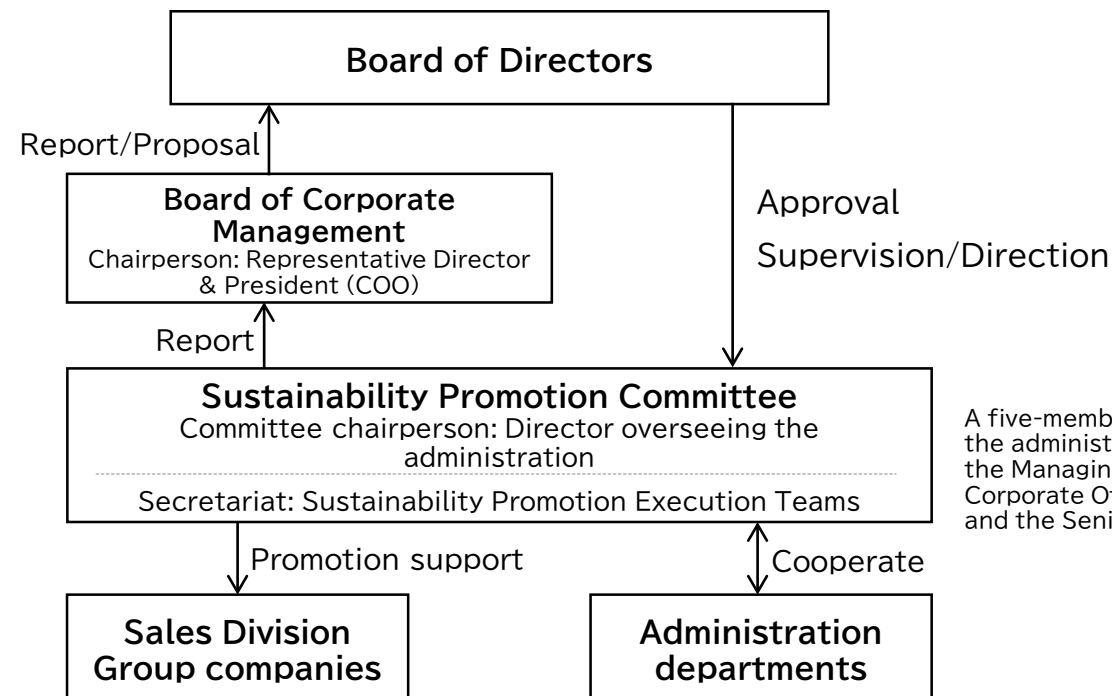
Basic Sustainability Policy and Organization Chart

Basic Sustainability Policy

Based on our Corporate Motto, “Our motto is to contribute to society through our business activities,” the Group, as a group of professionals in machinery and technology, will continue to innovate and evolve in order to provide value to society and contribute to the creation of future value for industry.

In addition, the Group aims to be a company that is trusted by its stakeholders by actively working to resolve social issues, including environmental issues, toward the realization of a sustainable society, while at the same time building a transparent management system and actively disclosing information to achieve this goal.

[Sustainability promotion organization chart]



A five-member committee chaired by the Director who oversees the administration departments, including one other Director, the Managing Officer in charge of corporate strategy, the Senior Corporate Officer in charge of human resources and general affairs, and the Senior Corporate Officer in charge of finance.

Link to the Sustainability page:

<https://tsubaki.co.jp/ja/ir/sustainability/>

(in Japanese)



(As of March 31, 2024)



TSUBAKIMOTO KOGYO CO., LTD.

Please direct inquiries to the Strategic Management Center
ir-sec@tsubaki.co.jp

These materials exist to provide information to serve as a reference for investment decisions; they are not intended to be a solicitation for investment. Additionally, the information herein is based on the Company's judgments at the time they were prepared; accordingly, the Company does not promise to achieve or guarantee the achievement of the numerical targets or policies herein. We ask for your understanding that the information in these materials is subject to change without notice.