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### **Notice on the Disposal of Treasury Stock as Restricted Stock for the Employee Stock Ownership Association**

Tsurumi Manufacturing Co., Ltd. (hereinafter, “the Company”) introduced an incentive plan (hereinafter, “the Plan”) under which it grants restricted stock through its Employee Stock Ownership Association (hereinafter, “the Association”) to its employees (limited to members of the Association; the same applies hereinafter) at a meeting of its Board of Directors held on February 9, 2024. As it gave advanced notice of in “Notice on the Planned Disposal of Treasury Stock as Restricted Stock Incentives for the Employee Stock Ownership Association,” the Company now hereby announces that it resolved at a meeting of its Board of Directors held today to dispose of treasury stock (hereinafter, “the Disposal of Treasury Stock” or “the Disposal”) as restricted stock with the Association as the intended recipient.

#### 1. Overview of the Disposal of Treasury Stock

|  |   |
|--|---|
| (1) Payment date                             | July 24, 2026   |
| (2) Type and number of shares to be disposed | 15,300 shares of the Company’s common stock* <sup>1</sup>                 |
| (3) Disposal price                           | 2,215 yen per share   |
| (4) Total amount of the disposal price       | 33,889,500yen* <sup>2</sup>   |
| (5) Method of disposal                       | By way of third-party allotment   |
| (6) Planned allottees                        | Tsurumi Manufacturing Employee Stock Ownership Association: 15,300 shares |

Note 1: Subject to approval by the Association’s Board of Directors at a meeting scheduled to be held on May 12, 2026, the Association will conduct a membership promotion campaign for the Company's employees and provide them with sufficient time to consider participation in the Plan. The number of shares to be disposed of will be determined after the employees' intention to participate in the Plan has been confirmed.

Note 2: The actual total amount of the disposal price will be calculated by multiplying the number of shares to be disposed that has been finalized after confirming the consent of members toward the Plan as described in note 1 and the disposal price of the treasury stock in (3) above.

## 2. Purpose and Reason for the Disposal of Treasury Stock

The Company resolved to introduce the Plan to raise the motivation of its employees to contribute to improving its corporate value and to encourage additional employees to join the Association. It has now resolved to carry out the Disposal of Treasury Stock under the Plan. The restricted stock will be granted only to those who have consented to acquire an interest in the shares allotted to the Association and who are residents of Japan among the employees who are members of the Association (hereinafter, “Eligible Employees”).

The following gives an overview of the Plan.

### Overview of the Plan

Under the Plan, Eligible Employees will be provided with monetary claims to be granted restricted stock (hereinafter, “the Monetary Claims”) and the Eligible Employees will then contribute the Monetary Claims to the Association. The Association will receive the issuance or disposal of the Company’s common stock as restricted stock through the contribution in kind to the Company of the Monetary Claims contributed by the Eligible Employees.

If the Company newly issues or disposes of its common stock under the Plan, the Board of Directors will determine the payment amount per share of that common stock within a scope that is not particularly advantageous to the Association (and, consequently, the Eligible Employees). In principle, this amount will be based on the closing price of the Company’s common stock on the Tokyo Stock Exchange on the business day before the day of each resolution by the Board of Directors pertaining to that issuance or disposal (or, if no trades are concluded on that day, the closing price on the most recent trading day prior to that date).

When issuing or disposing of the Company’s common stock under the Plan, the Company and the Association will enter into a restricted stock allocation agreement. This agreement will include terms such as the following: (1) the transfer to a third party, the creation of security interests, and other disposition of the allotted stock will be prohibited for a certain period of time (hereinafter, the “Transfer Restrictions”) and (2) the Company will acquire the allotted stock without compensation if certain circumstances arise. Moreover, the Monetary Claims will be provided to the Eligible Employees on the condition that the said restricted stock allocation agreement is entered into by the Company and the Association.

Furthermore, the Eligible Employees will be subject to restrictions on their membership interests pertaining to the restricted stock acquired after the Association receives its issuance or disposal (hereinafter, “Restricted Stock Interests”) based on the stock ownership association regulations, stock ownership operation bylaws, and other rules relating to the Association (hereinafter, “the Association Regulations etc.”). They will be restricted from withdrawing the restricted stock corresponding to the Restricted Stock Interests until the Transfer Restrictions on the said restricted stock are lifted.

### Overview of the Disposal

In addition, the Company has resolved to grant monetary claims to the Eligible Employees and to then grant a total of 15,300 shares of its common stock (hereinafter, “the Allotted Stock”) to the Association in exchange for the Association, which has received the contribution of the said monetary claims from the said Eligible Employees, providing the said monetary claims to the Company as assets contributed in kind. The Disposal of Treasury Stock will be carried out through a third-party allocation. The Company will grant members monetary claims and then dispose of treasury stock to the Association with the contribution of the said monetary claims.

The number of shares to be disposed of will be finalized at a later date as stated in Note 1 in “1. Overview of the Disposal.” The Company plans to dispose of up to 15,300 shares to the Association. The scale of the dilution from the Disposal of Treasury Stock will be 0.03% of the total 50,826,972 outstanding shares as of March 31, 2026 and 0.03% of the total 479,446 voting rights as of March 31, 2026 (all figures rounded down to the third decimal place).

### Overview of the Restricted Stock Allocation Agreement

The Company and the Association will enter into a restricted stock allocation agreement. The following gives an overview of this agreement.

#### (1) Restricted Period

The Association may not transfer, pledge as security interests, or otherwise dispose of the Allotted Stock for approximately five years from July 24, 2026 (payment date).

#### (2) Conditions for Lifting the Restrictions

The Transfer Restrictions will be lifted on the number of Allotted Stock corresponding to the Restricted Stock Interests held by the Eligible Employees on the expiration date of the restricted period on the condition that the Eligible Employees continue to be members of the Association for approximately five years from July 24, 2026 (payment date). In this case, the Company will notify the Association of its intention to lift the Transfer Restrictions and of the number of Allotted Stock subject to the lifting of the Transfer Restrictions. In accordance with the provisions in Employee Stock Ownership Association Regulations etc., the Association will then reclassify the portion of the Restricted Stock Interests held by the Eligible Employees who satisfy the applicable conditions that corresponds to the Allotted Stock subject to the lifting of the Transfer Restrictions as membership interests held by the Eligible Employees with respect to the shares acquired by the Association outside of the Plan (hereinafter, “Ordinary Interests”).

#### (3) Treatment upon Withdrawal from the Association

If an Eligible Employee withdraws from the Association due to death or another reason deemed valid by the Company’s Board of Directors during the restricted period (meaning automatic withdrawal resulting from the loss of membership qualification or withdrawal by submission of a notice of withdrawal), the

Transfer Restrictions will be lifted on all the Allotted Stock corresponding to the Restricted Stock Interests held by the said Eligible Employee on the day when the Association accepts the notice of withdrawal of the said Eligible Employee (hereinafter, “Notice of Withdrawal Acceptance Date”).

(4) Acquisition of the Allotted Stock by the Company at No Cost

The Company will automatically acquire at no cost the Allotted Stock whose Transfer Restrictions have not been lifted when the restricted period expires or when otherwise stipulated in the agreement.

(5) Management of Stock

The Allotted Stock will be managed during the restricted period in a dedicated account for restricted stock opened at Daiwa Securities Co., Ltd. by the Association so that it is not possible to transfer, pledge as security interests, or otherwise dispose of the stock during the restricted period. Moreover, in accordance with the provisions in Employee Stock Ownership Association Regulations etc., the Association will register and manage the Restricted Stock Interests held by the Eligible Employees in relation to the Allotted Shares separate to the Ordinary Interests held by the Eligible Employees in relation to the shares acquired by the Association outside of the Plan.

(6) Treatment in the Event of Organizational Restructuring

If, during the restricted period, matters relating to a merger agreement in which the Company is the disappearing company, a stock exchange agreement or stock transfer plan under which the Company becomes a wholly owned subsidiary, or other corporate reorganization or event are approved by the Company’s General Meeting of Shareholders (or, if approval by the Company’s General Meeting of Shareholders is not required in relation to the said corporate reorganization or other event, the Company’s Board of Directors), the Transfer Restrictions will be lifted on all the Allotted Stock corresponding to the Restricted Stock Interests held by the Eligible Employees immediately before the business day prior to the effective date of the organizational restructuring.

3. Basis for the Calculation of the Payment Amount and the Specific Details of It

The Disposal of Treasury Stock will be carried out by the Eligible Employees contributing the Monetary Claims provided to the Eligible Employees to be granted the restricted stock under the Plan to the Association as assets contributed in kind. The payment price of that will be 2,215 yen, which is the closing price of the Company’s common stock on the Tokyo Stock Exchange on June 25, 2026 (business day prior to the date of the Board of Directors’ resolution ), to ensure a price that eliminates arbitrariness. The Company believes this is a reasonable price that appropriately reflects its corporate value and is a price that is not particularly advantageous to the Eligible Person.

The following gives the deviation rate (rounded to the third decimal place) of the 2,215 yen, the closing price of the Company’s common stock on the Prime market of the Tokyo Stock Exchange on June 25, 2026, from the average closing price of the Company’s stock on the Prime market of the Tokyo Stock Exchange.

| Period  | Average Closing Price<br>(Rounded down to the nearest yen) | Deviation Rate |
|---|--|----------------|
| 1 month ( May 26, 2026 to June 25, 2026 )       | 2,140 yen  | 3.50 %         |
| 3 months ( March 26, 2026 to June 25, 2026 )    | 2,162 yen  | 2.45 %         |
| 6 months ( December 26, 2025 to June 25, 2026 ) | 2,172 yen  | 1.98 %         |

The Company's Audit and Supervisory Committee (three members; all of whom are Outside Directors who are Audit and Supervisory Committee members) has expressed the opinion that the process by which the Company determined that the aforementioned disposal price is not particularly advantageous to the allottee is reasonable and that such determination is lawful in light of the fact the Disposal of Treasury Stock is intended to grant shares through the Association and that the aforementioned disposal price is closing price on the business day before the day of the resolution by the Board of Directors.

#### 4. Matters Concerning the Procedures under the Corporate Code of Conduct

The Disposal of Treasury Stock does not require either the procurement of an opinion from an independent third party or procedures to confirm the intent of shareholders as stipulated in Article 432 of the Securities Listing Regulations of the Tokyo Stock Exchange. This is because (1) the dilution rate is less than 25% and (2) it does not involve a change in the controlling shareholder.