FY3/26 Results Briefing Materials

Tsurumi Manufacturing Co., Ltd.
Securities code: 6351

[May 12, 2026]

©2026 TSURUMI MANUFACTURING CO., LTD.

Achieved record highs for both sales and operating profit

- Established **TSURUMI PUMP LATIN AMERICA** and **Southeast Asia Representative Office** with the aim of strengthening the competitiveness of existing businesses and expanding global operations based on the theme of “Deepening: Expanding Existing Businesses” that serves as one of the key policies of the Transformation 2027 medium-term management plan

Split the Company’s common shares at a ratio of 2 shares for every 1 share on October 1, 2025

Recorded impairment losses of ¥3,117 million and customer-related intangible assets of ¥899 million at ZENIT INTERNATIONAL S.P.A.

<u>Dividends</u>
Paid 2 yen in the interim dividend to commemorate the completion of the new casting plant at Alloy Technology‘s Nanbu-cho facility at the end of 2Q and 1 yen in the year-end dividend to commemorate the establishment of a local subsidiary in the Republic of Chile and the Southeast Asia Representative Office at the end of the period to increase the annual dividend by 3 yen as commemorative dividends (increase of 4 yen without taking the stock split into account)

©2026 TSURUMI MANUFACTURING CO., LTD.

FY3/26 consolidated results highlights

TSURUMI PUMP For The Earth, For All The People

	Full-FY3/25 results	Full-FY3/26 results	YoY	FY3/27 forecasts
■ Net sales	¥68.0bn	**¥77.2bn**	¥9.2bn	¥77.8bn
■ Operating profit	¥10.2bn	**¥10.7bn**	¥0.5bn	¥7.3bn
■ Ordinary profit	¥10.4bn	**¥13.6bn**	¥3.2bn	¥8.2bn
■ Profit attributable to owners of parent	¥8.7bn	**¥5.1bn**	-¥3.6bn	¥5.6bn

*While existing businesses are expected to remain firm in the current fiscal year, the Company has factored in the risks of rising raw material costs and unstable procurement conditions amid prolonged tensions in the Middle East, and therefore forecasts slight sales growth, decreases in operating profit and ordinary profit, and an increase in profit attributable to owners of parent.

* Amounts are rounded down to the nearest ¥100 million

©2026 TSURUMI MANUFACTURING CO., LTD.

FY3/26 consolidated results summary

TSURUMI PUMP For The Earth, For All The People

(¥ million) * Amounts are rounded down to the nearest million yen	Full-FY3/25	Full-FY3/26	Change	
			Amount	%
Net sales	68,058	77,227	9,168	13.5%
Gross profit	26,152	29,115		
Selling, general, and administrative expenses	15,901	18,399		
Operating profit	10,251	10,715	464	4.5%
Non-operating income	1,173	3,109		
Non-operating expenses	932	222		
Ordinary profit	10,492	13,603	3,110	29.6%
Extraordinary income	2,082	101		
Extraordinary losses	461	4,623		
Profit attributable to owners of parent	8,783	5,160	-3,622	-41.2%

Reference: Exchange rate

JPY/USD	149.53	159.90

Note:
Revisions to the most recently announced forecast of consolidated financial results: None

©2026 TSURUMI MANUFACTURING CO., LTD.

Extraordinary Losses (Related to ZENIT INTERNATIONAL S.P.A.)

TSURUMI PUMP For The Earth, For All The People

Conclusion

Recorded extraordinary losses

Goodwill	Customer-related Intangible Assets	Total:
¥3,117 million	¥899 million	¥4,017 million

Main causes

Worsening external environment

- Prolonged Ukraine war
- Slowdown in the Chinese market

Changed outlook for future profitability (business plan revision and additional capital investment)

Changed outlook for future profitability due to new capital investment plans to improve productivity and raise quality toward expanding into the global market

Background & circumstances

July 15, 2024

Made ZENIT a wholly owned subsidiary

Strengthening of global strategy

Working to create synergies in terms of technical and business partnerships and products and sales

Countermeasures and future plans

Change in CEO

Under the new structure, a review of the business plan and structural reforms will be promoted to restore profitability

Promote market expansion through technology and product synergies

Based on the results of technical and quality exchanges, aim to further increase profits in the future by expanding CTG pumps that make use of the Company's unique smashing mechanism into Europe and elsewhere

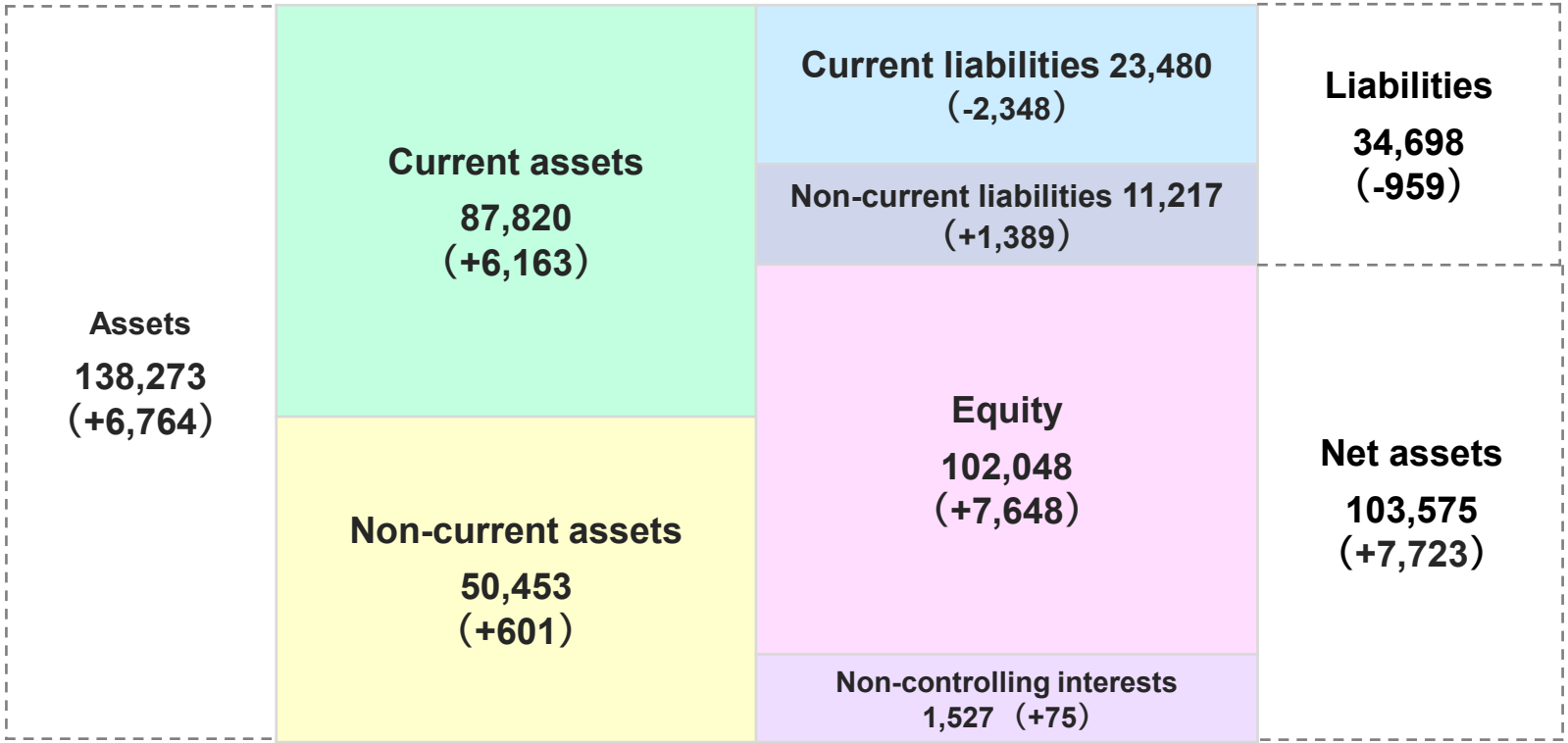
*The above amounts were recorded in FY3/26

©2026 TSURUMI MANUFACTURING CO., LTD.

Consolidated balance sheet (March 31, 2026)

(¥ million)
* Amounts are rounded down to the nearest million yen

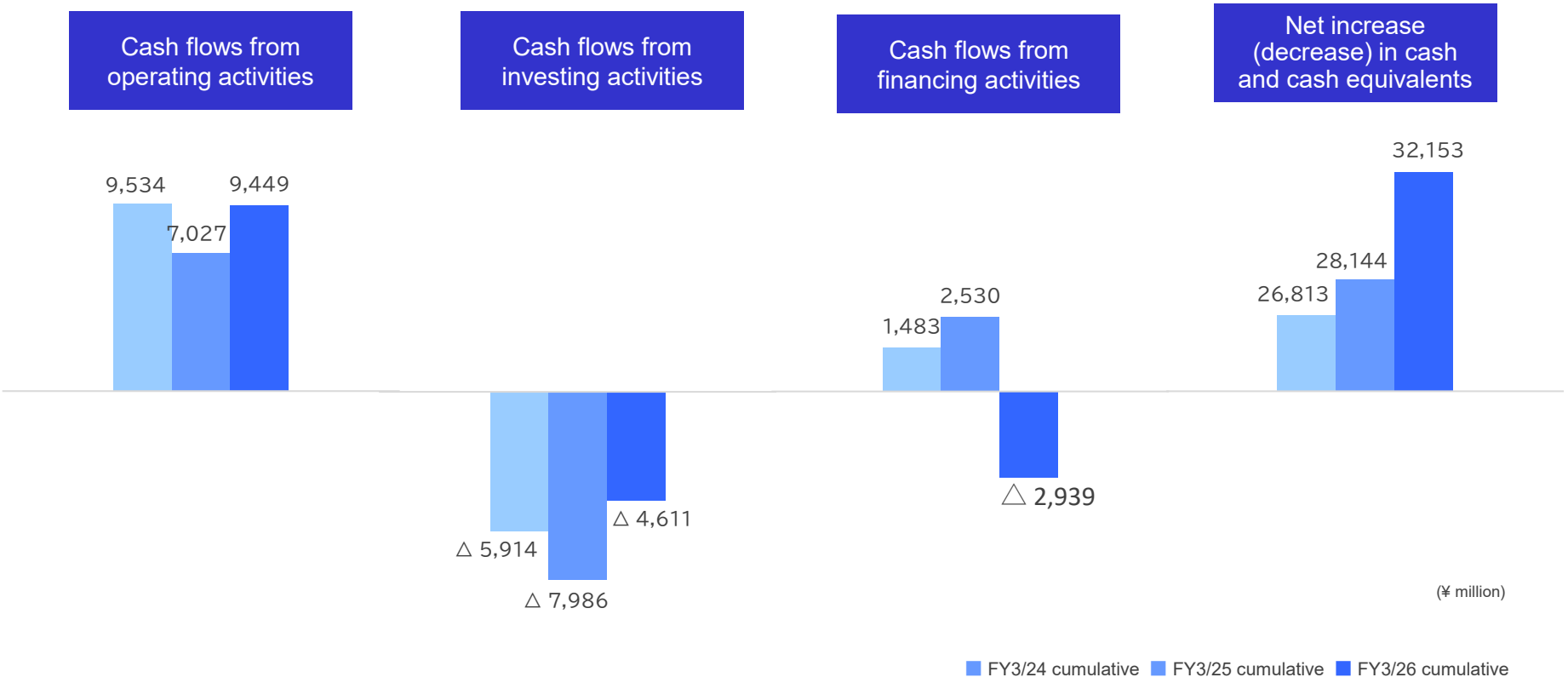
*Figures in parentheses denote change from the end of FY3/25



Equity-to-asset ratio: 73.8%

©2026 TSURUMI MANUFACTURING CO., LTD.

Cash flows (March 31, 2024)

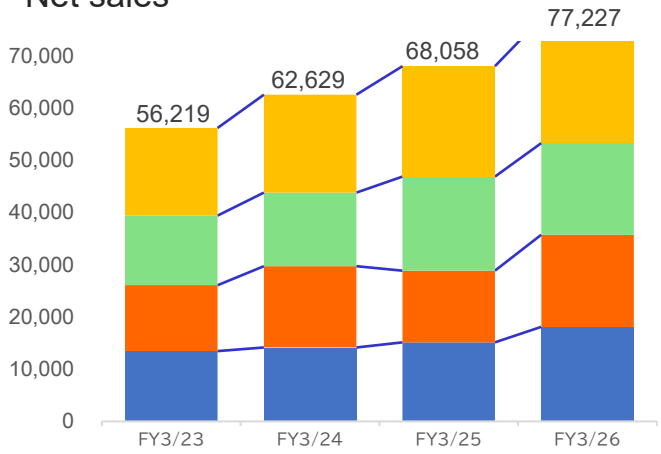


©2026 TSURUMI MANUFACTURING CO., LTD.

Consolidated net sales, operating profit, and ordinary profit

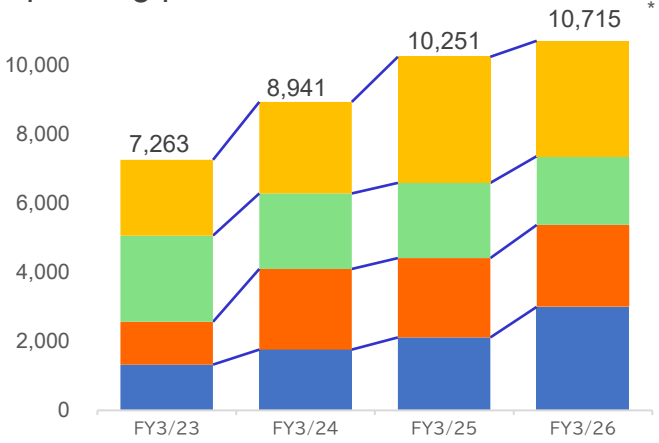
TSURUMI PUMP For The Earth, For All The People

・Net sales

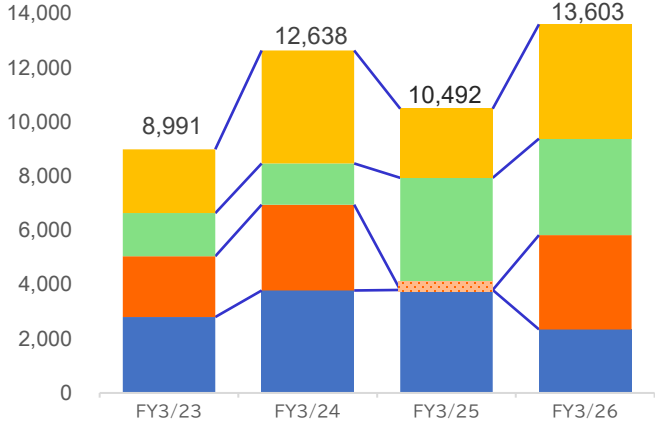


・Operating profit

(¥ million)
* Amounts are rounded down to the nearest million yen



・Ordinary profit



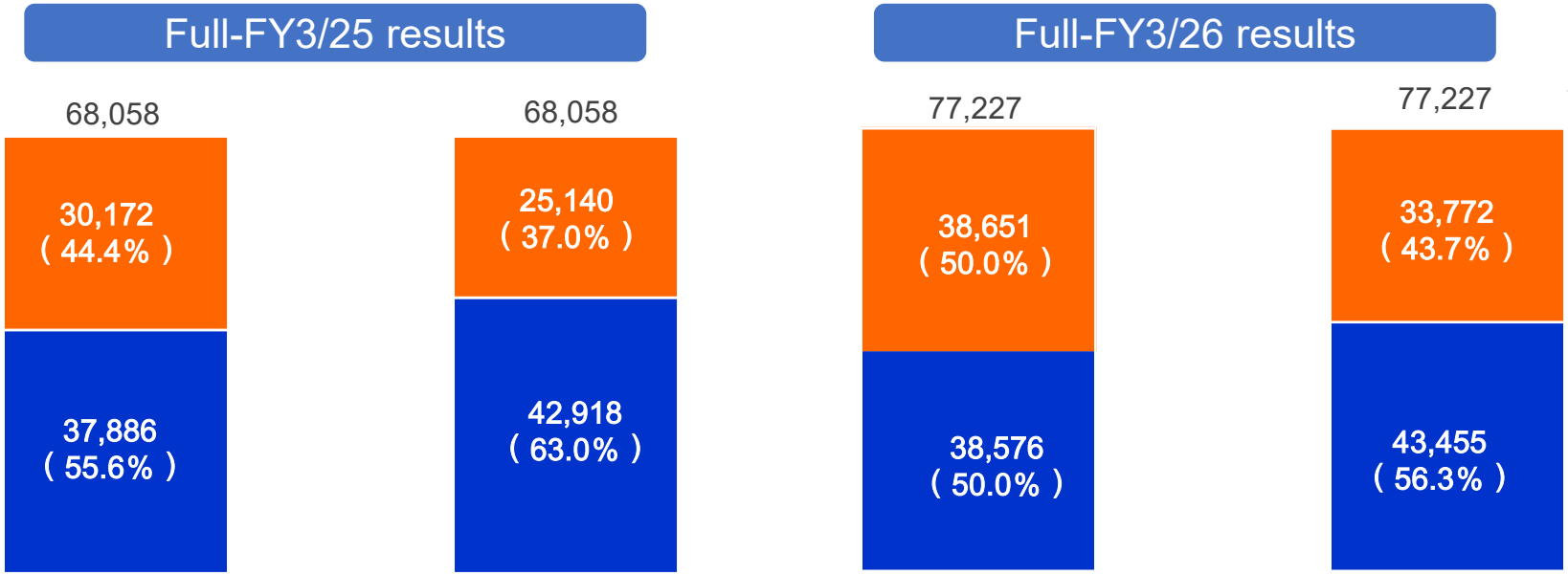
Point

Reference: Exchange rates

March 2025: ¥149.53
March 2026: ¥159.90

©2026 TSURUMI MANUFACTURING CO., LTD.

Net sales (By customer region and business division)



	customer region	business division	customer region	business division
Overseas	30,172(44.4%)	25,140(37.0%)	38,651(50.0%)	33,772(43.7%)
Japan	37,886(55.6%)	42,918(63.0%)	38,576(50.0%)	43,455(56.3%)
Total Sales	68,058	68,058	77,227	77,227

* Amounts are rounded down to the nearest ¥100 million

©2026 TSURUMI MANUFACTURING CO., LTD.

FY3/26 segment earnings

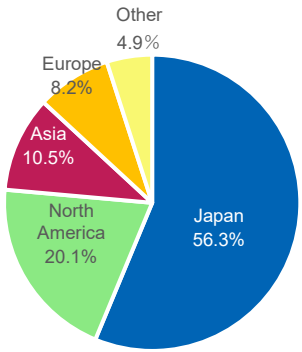
TSURUMI PUMP For The Earth, For All The People

Point

- Japan: Net sales up, segment profit up
- Overseas: Net sales up, segment profit up in North America
  Net sales up, segment profit down in Asia
  In the European region, segment loss was ¥325 million due to the recording of goodwill amortization and amortization of customer-related intangible assets
  Net sales up, segment profit up in other regions

(¥ million)	Japan	North America	Asia	Europe	Other	Adjustments	Total
Net sales (YoY change)	**57,555** (2.7%)	**15,560** (26.9%)	**17,290** (10.3%)	**6,815** (-)	**6,600** (1.0%)	**-26,594**	**77,227** (13.5%)
Sales to external customers	43,455	15,560	8,075	6,302	3,835	—	77,227
Internal sales or transfers	14,100	—	9,215	513	2,765	-26,594	—
Segment profit or (loss)	**8,431**	**1,466**	**1,910**	**-311**	**989**	**-1,771**	**10,715**

Weightings of sales to external customers



* Amounts are rounded down to the nearest million yen

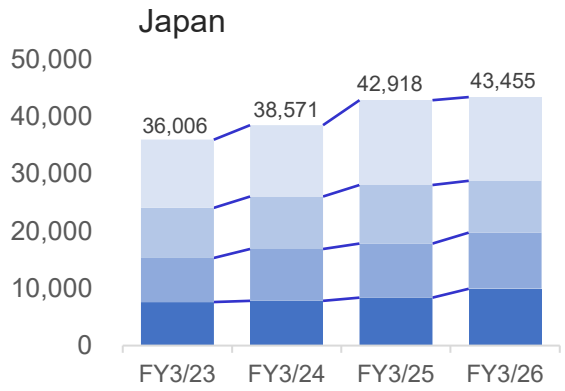
* The "Other" category encompasses the business activities of local subsidiaries in China and other regions.

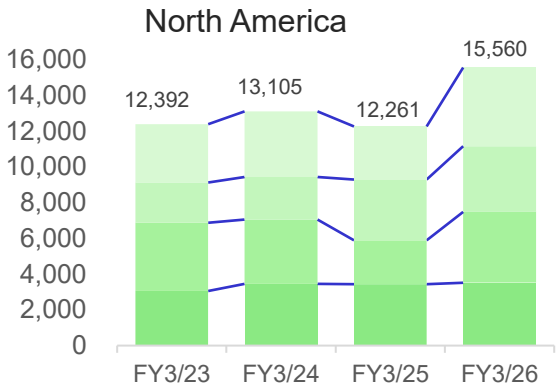
©2026 TSURUMI MANUFACTURING CO., LTD.

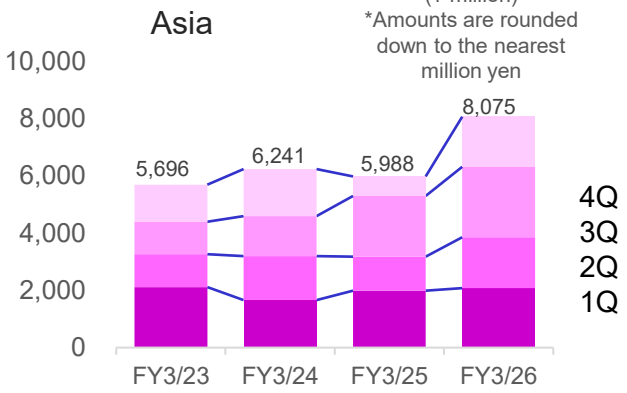
Reference: Table of changes in net sales by segment

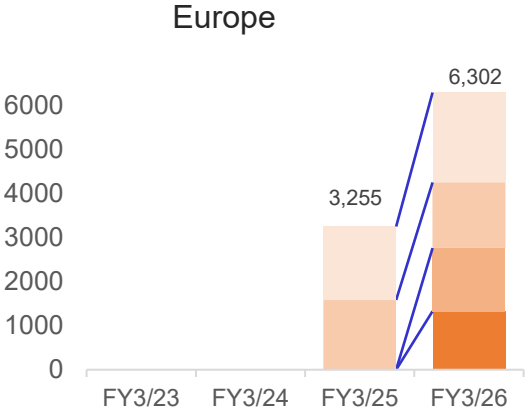
TSURUMI PUMP For The Earth, For All The People

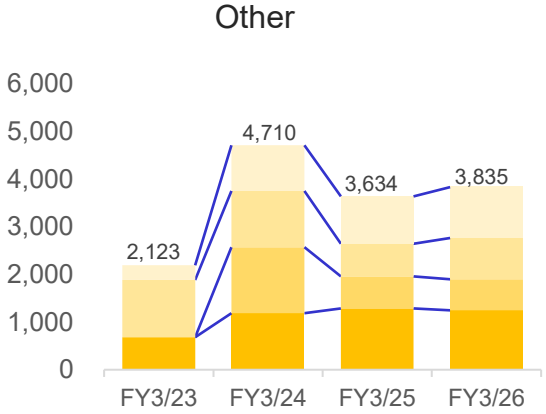
(¥ million)
*Amounts are rounded down to the nearest million yen











List of the Companies Applicable to Regional Segments

Japan:
- TSURUMI MANUFACTURING CO., LTD.
- TSURUMI TECHNOLOGY SERVICE CO., LTD.
- TECHNOLOGY SERVICE HOJO CO., LTD.
- ALLOY TECHNOLOGY CO., LTD.

North America:
- TSURUMI (AMERICA), INC.

Asia:
- TSURUMI PUMP TAIWAN CO., LTD
- TSURUMI PUMP VIET NAM CO., LTD.
- TSURUMI PUMP HONG KONG CO., LTD
- TSURUMI (SINGAPORE) PTE. LTD.
- TSURUMI PUMP (THAILAND) CO., LTD.

Europe: Added to the scope of consolidation from FY3/25 3Q
- ZENIT INTERNATIONAL S.P.A. and its four subsidiaries

Other:
- SHANGHAI TSURUMI PUMP CO., LTD. and the other two companies

©2026 TSURUMI MANUFACTURING CO., LTD.

Reference: Trends in Consolidated Financial Results

FY	FY3/17	FY3/18	FY3/19	FY3/20	FY3/21	FY3/22	FY3/23	FY3/24	FY3/25	FY3/26
Net sales (¥ million)	39,064	40,347	43,461	45,604	45,325	51,214	56,219	62,629	68,058	77,227
Operating profit (¥ million)	4,294	4,637	4,945	5,166	5,549	5,508	7,263	8,941	10,251	10,715
Ratio of operating profit to net sales (%)	11.0	11.5	11.4	11.3	12.2	10.8	12.9	14.3	15.1	13.9
Ordinary profit (¥ million)	4,534	4,703	5,734	5,475	6,404	7,368	8,991	12,638	10,492	13,603
Ratio of ordinary profit to net sales (%)	11.6	11.7	13.2	12.0	14.1	14.4	16.0	20.2	15.4	17.6
Profit attributable to owners of parent (¥ million)	3,063	3,248	4,013	3,952	4,156	4,817	6,262	8,288	8,783	5,160
Ratio of net profit to net sales (%)	7.8	8.1	9.2	8.7	9.2	9.4	11.1	13.2	12.9	6.7
Basic earnings per share (¥)	61.17	64.88	80.14	78.92	83.00	96.25	126.98	168.81	179.36	107.34
Net assets (¥ million)	53,364	56,642	59,405	62,010	66,874	71,848	78,161	90,195	95,852	103,575
Net assets per share (¥)	1,049.00	1,113.50	1,169.27	1,221.09	1,317.60	1,420.88	1,568.85	1,801.56	1,946.93	2,127.53
Return on equity (ROE) (%)	6.0	6.0	7.0	6.6	6.5	7.0	8.5	10.0	9.6	5.3
Return on assets (ROA) (%)	4.7	4.7	5.6	5.1	5.1	5.5	6.3	7.2	6.7	3.7
Total assets (¥ million)	64,785	68,699	72,160	76,939	81,487	87,299	99,000	115,351	131,509	138,273

*We conducted a two-for-one stock split of our common shares effective October 1, 2025. “Basic earnings per share” and “Net assets per share” for the fiscal year ended March 2017 have been calculated on the assumption that this stock split had been implemented at the beginning of that fiscal year.

©2026 TSURUMI MANUFACTURING CO., LTD.

Reference: Financial Indicators

Capital Profitability

ROE (Actual FY3/26)

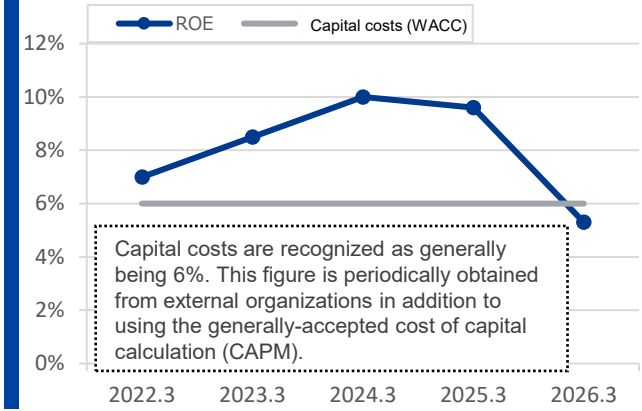
5.3%

ROIC (Actual FY3/26)

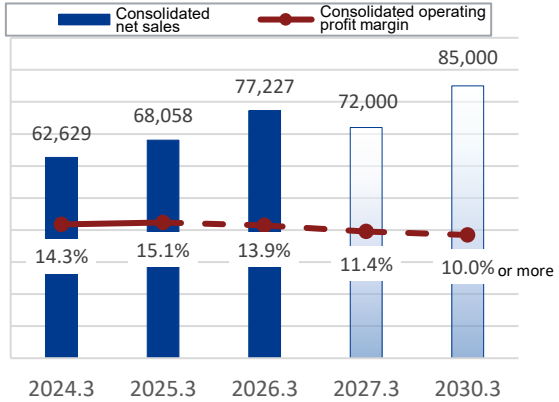
7.5%

*The Company specializes in submersible pumps, so ROIC by business segment is not calculated.

Trends in ROE



Trends in Consolidated Net Sales and Consolidated Operating Profit



*The figures for FY3/27 and FY3/30 are the target values in the medium-term management plan.

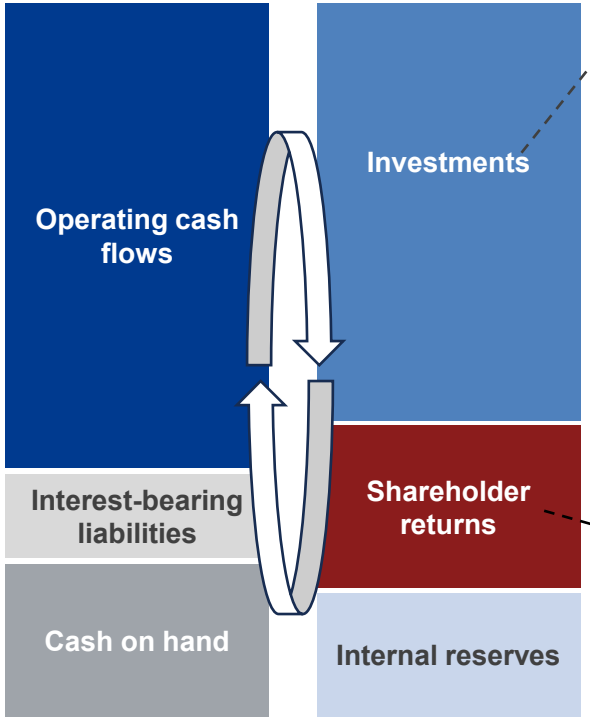
■ Target Values for Capital Profitability and Measures to Improve Them

- Achieve an operating profit ratio of 10% or more and an ROE of 10% or more in the long term (by FY3/30)
- Further utilize interest-bearing liabilities with a focus on the optimal capital structure and efficiently operate group funds
- Promote in-house production of key components for submersible pumps, such as motors and cast-metal parts, and improve QCD through various productivity improvements
- Develop high-added-value products that reliably contribute to increased efficiency and labor savings as exemplified by smash pumps
- Improve the Company's market share in the global plant/factory and mining markets where there is significant room for expansion

©2026 TSURUMI MANUFACTURING CO., LTD.

Reference: Capital Allocation

Secure sources of funds for proactive growth investments looking ahead to the medium- to long-term and BCP investments to connect to the next 100 years while providing shareholder returns based on flexible acquisition of treasury stock and reliable progressive dividend measures to improve capital profitability



*The size of each item does not indicate expected income or expenditure.

■ Growth investments, BCP investments, fundraising

- ◆ Growth investments and BCP investments over the next five years (expected to total **about ¥18.5 bn**)
  - ▶ Promotion of in-house production of key components for submersible pumps, such as motors and cast-metal parts, using new manufacturing methods and BCP investments, including preparations for large-scale disasters with a high probability of occurring, such as a Nankai Trough earthquake: **¥8.0 bn**
  - ▶ Technological research and product development contributing to the global social issues of climate change countermeasures and labor-saving measures: **¥2.5 bn**
  - ▶ Use of solar power generation and renewable energies as part of ESG management: ¥1.0 bn
  - ▶ Capture of the global plant/factory and the mining markets, and expansion in market share (M&As and business partnerships): ¥5.0 bn
  - ▶ Rebuilding of the group's core systems to realize sustainable and efficient management: **¥2.0 bn**
- ◆ Utilization of external capital (interest-bearing liabilities) in fundraising and reduction of cross-shareholdings

■ Shareholder return measures

- ◆ Flexible acquisition of treasury stock while monitoring stock market trends and taking into account liquidity
- ◆ Continuation of progressive dividend measures (target dividend payout ratio: 30%)

©2026 TSURUMI MANUFACTURING CO., LTD.

Reference: Non-financial Indicators

TSURUMI PUMP For The Earth, For All The People

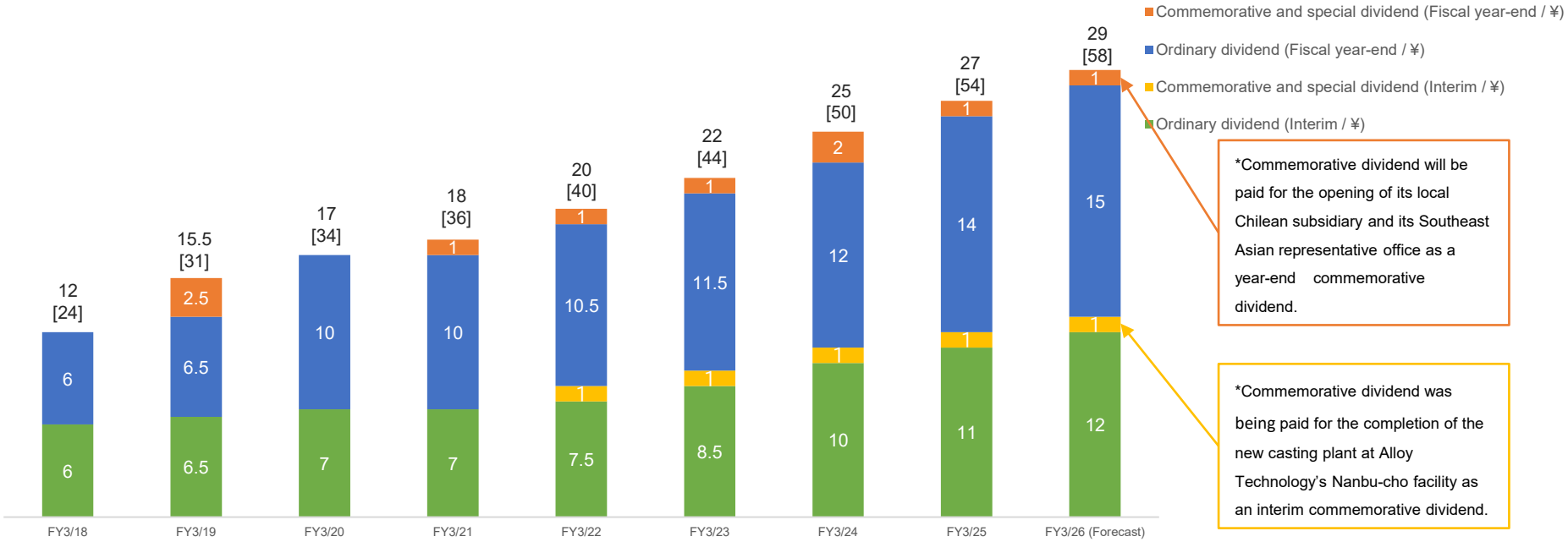
The Company is aiming to both realize a sustainable society and enhance corporate value by contributing to the global environment and strengthening the development of an environment in which diverse human resources can play a role under a sound governance structure

	Initiative Policy	Indicator	Target for the End of FY2026	State of Progress and Results
E	◆ Achieve Green Plan 2030*1 ◆ Improve accuracy in calculating reduction contributions ◆ Contribute to preventing flooding and sewage runoff	Internal GHG emissions	41% reduction (Compared to FY2014)	24.5% reduction (Emissions: 2,641 t-CO2)*4
		Supply chain GHG emission intensity	25% reduction (Compared to FY2014)	37.5% reduction (Emissions intensity: 27.6 t-CO2/¥ million)*4
		CDP score (climate change)	B rating	2025 score: B rating (Climate change and water security)
		Drainage capacity of drainage pumps installed in-house	50 m^3/s (Annual total)	43.5 m^3/s*4
S	◆ Promote work-life balance and health management ◆ Promote DE&I*2 ◆ Create opportunities to take on challenges	Paternity leave take-up rate	80%	80%*5
		Percentage of women in career-track positions	100%	73%*5
		Implementation of measures that lead to building careers and fostering autonomy	-	Building careers supported through a skill certification system and internal job posting system. Creating opportunities to take on challenges through the 10% rule*6.
G	◆ Address unclear risks ◆ Raise compliance awareness	Number of meetings of the Sustainability Strategy Committee and Risk Management Committee	At least once a year	Sustainability Strategy Committee: 1 meeting *5 Risk Management Committee: 1 meeting *5
		Participation rate in the Compliance Program*3	90% or more	91.7%*5

*1. The Company's long-term environmental targets: (1) Reduce GHG emissions from internal activities by 50% by 2030 compared to FY2014 levels / (2) Reduce supply chain GHG emission intensity by 30% by 2030 compared to FY2014 levels – Long-term environmental target (Green Plan 2030)
*2. Abbreviation for Diversity, Equity, and Inclusion
*3. Annual education plan comprised of courses on respecting human rights and preventing corruption.
*4. FY2024 results
*5. FY2025 forecast
*6. A system that encourages employees to take on new challenges by tackling work different to the normal in time equivalent to 10% of working hours

©2026 TSURUMI MANUFACTURING CO., LTD.

Reference: Changes in dividends



Continuation of a stable dividend

Notes:
- Revisions to the forecast of cash dividends most recently announced: None
- The Company split its common shares at a ratio of two shares for every one share on October 1, 2025.
- The figures have been calculated under the assumption that the stock split was performed at the beginning of FY3/18.
- The figures in the square brackets indicate the amounts before the stock split.

©2026 TSURUMI MANUFACTURING CO., LTD.

Disclaimer

The earnings forecasts and other forward-looking statements in this document are based on information currently available and certain assumptions the Company considers reasonable. The Company offers no guarantee that such forecasts will be achieved. Actual results may differ significantly due to various factors.

Enquiries:

Investor Relations Team, Tsurumi Manufacturing Co., Ltd.
Email: kabushiki@tsurumipump.co.jp

©2026 TSURUMI MANUFACTURING CO., LTD.