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July 31, 2026

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(Securities code: 8052; Tokyo Stock Exchange Prime Market)
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Notice Concerning Disposal of Treasury Shares in Connection with Continuation of Share Remuneration Plan

TSUBAKIMOTO KOGYO CO., LTD. (the "Company") hereby announces that it has resolved at the Board of Directors meeting held today, July 31, 2026, to dispose of treasury shares as share remuneration (hereinafter referred to as the "Disposal of Treasury Shares"), as follows.

1. Outline of disposal

(1) Date of disposal	August 19, 2026
(2) Class and number of shares to be disposed of	54,700 shares of common shares
(3) Disposal price	2,885 yen per share
(4) Total amount of disposal price	157,809,500 yen
(5) Allottee	Sumitomo Mitsui Trust Bank, Limited (Trust Account) (Re-trustee: Custody Bank of Japan, Ltd. (Trust Account))
(6) Other	Regarding the Disposal of Treasury Shares, Extraordinary Report has been submitted in accordance with the Financial Instruments and Exchange Act.

2. Purpose and reason for disposal

At the Board of Directors meeting held on May 8, 2020, the Company resolved to introduce a share remuneration plan (hereinafter referred to as the "Plan") with the aim to further clarify the linkage between the remuneration of the Company's Directors (excluding Outside Directors, and including those who concurrently serve as Delegated Executive Officers; the same shall apply hereinafter) and Delegated Executive Officers (excluding those who concurrently serve as Directors; the same shall apply hereinafter; Directors and Delegated Executive Officers are collectively referred to as the "Directors, etc.") and the value of the Company's shares, and to raise the awareness of Directors, etc. to contribute to the improvement of medium- to long-term performance and the increase of corporate value by sharing the benefits and risks of share price fluctuations with shareholders. The introduction of the Plan for the Company's Directors, etc. was approved and resolved at the 117th Ordinary General Meeting of Shareholders held on June 26, 2020, and the Company has continued the Plan to the present.

For an overview of the Plan, please refer to the "Notice Concerning Introduction of Share Remuneration Plan for Directors and Executive Officers" dated May 8, 2020.

The Disposal of Treasury Shares will be made to Sumitomo Mitsui Trust Bank, Limited (trust account) (re-trustee: Custody Bank of Japan, Ltd. (trust account)), which is the trustee of the trust established for the introduction of the

Plan (hereinafter referred to as the "Trust").

The number of shares to be disposed of (54,700 shares, 547 voting rights) is equivalent to the number of shares that are expected to be delivered to the Directors, etc., in consideration of the positions and composition of the Directors, etc., of the Company during the extended trust period in accordance with the Share Delivery Regulations established by the Company at the time of the introduction of the Plan. The scale of dilution is 0.28% of the 19,493,907 shares outstanding as of March 31, 2026 (0.29% of the 185,713 total voting rights as of March 31, 2026; rounded off to the second decimal place).

The Company believes that the Plan will clarify the linkage between the remuneration of the Company's Directors, etc. and the value of the Company's shares, which will lead to an increase in the Company's corporate value over the medium to long term. The Company has determined that the number of shares to be disposed of and the scale of dilution through the Disposal of Treasury Shares are reasonable, and that the impact on the secondary market will be insignificant.

(Reference) Outline of the trust agreement for the Trust

Settlor	The Company
Trustee	Sumitomo Mitsui Trust Bank, Limited (Re-trustee: Custody Bank of Japan, Ltd.)
Beneficiaries	Directors, etc. who meet the beneficiary requirements
Trust administrator	A third party who is independent from the Company or its officers
Exercise of voting rights	The voting rights pertaining to the Company's shares in the Trust will not be exercised throughout the trust period.
Type of trust	Trusts of money other than money trusts (third party benefit trust)
Date of trust agreement	August 17, 2020
Period of trust (after extension)	From August 17, 2020 to the end of August 2029 (scheduled)
Purpose of trust	Delivery of the Company's shares to beneficiaries in accordance with the Share Delivery Regulations

3. Basis for calculation of disposal price and details thereof

The disposal price has been set at 2,885 yen per share, the closing price on the Tokyo Stock Exchange on July 30, 2026 (the business day immediately prior to the date of the resolution of the Board of Directors), in order to eliminate arbitrariness in consideration of recent share price trends. The closing price on the business day immediately prior to the date of the resolution of the Board of Directors was used because it is the market value immediately prior to the date of the resolution of the Board of Directors and the Company has determined that it is highly objective and reasonable as a basis for calculation.