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Notice Concerning Establishment of Medium-term Management Plan ATOM2028

The Group hereby announces the outline of its new Medium-term Management Plan, ATOM2028, which covers the three-year period from FY2026 to FY2028 with the aim of achieving sustained growth and enhancing corporate value.

1. Review of Medium-term Management Plan ATOM2025

The Company implemented the Medium-term Management Plan ATOM2025 for a period of three years, from FY2023 to FY2025. ATOM2025 focused on ROE as a management indicator for sustained enhancement of corporate value and set an increase in ordinary profit as a goal. While financial targets were achieved in excess of initial targets through the implementation of various measures, many non-financial targets were not achieved, which has remained as issues.

2. Positioning of the Medium-term Management Plan

The Medium-term Management Plan ATOM2028 is positioned as an activity plan based on our philosophical framework.

By leveraging the Company's expertise and technological capabilities to create new value through cutting-edge technology, we aim to expand medium- to long-term profits and continuously enhance corporate value.



3. Basic Policy of Medium-term Management Plan ATOM2028

(1) Basic Policy

The basic policy for the three-year period of the Medium-term Management Plan, which begins in FY2026 (fiscal year ending March 2027), is to build a strong earnings base and upgrade financial strategies. We will further refine our strengths that create competitive advantage and increase corporate value.

(2) Basic Strategies

We will promote the following three basic strategies that are linked to our basic policy.

1. Enhancing value in business areas
2. Optimizing capital structure and strengthening shareholder returns
3. Deepening ESG management

4. Quantitative Targets

The Company has set new quantitative targets in its Medium-term Management Plan ATOM2028, which it aims to achieve over a three-year period from FY2026 (fiscal year ending March 2027).

Indicator	Target for FY2028
Net sales	150 billion yen
Operating profit	7.5 billion yen
Ordinary profit	8 billion yen
ROE	12% or more

5. Assessment of the External Environment

Demand for equipment and infrastructure is expanding, supported by growth investments (in EVs and semiconductors), expansion in demand for labor-saving and automation, and technological developments in AI and robotics. At the same time, external threats such as geopolitics, high resource prices, and labor shortages have emerged, making it essential for the Company to concentrate resources in areas where it has competitive advantage, enhance its value proposition, and strengthen its human resources and organizational bases.

6. Basic Strategies

(1) Enhancing Value in Business Areas

- We will strive for sustained growth by expanding our product appeal in both the growth driver and business development areas and strengthening our comprehensive solutions, including maintenance.
- In addition to products with existing strengths, we will expand the range of our value proposition by including related components, equipment, and software in areas where demand is expected to grow, particularly in areas where we will increase investment, such as EVs, advanced semiconductors, and logistics automation.
- Based on our competitive edge of “engineering meets solutions,” we will provide comprehensive services ranging from identifying customers’ hidden issues to operating solutions after implementation, with the aim of increasing orders and stabilizing earnings, including those from maintenance.

(2) Optimizing Capital Structure and Strengthening Shareholder Returns

- We will promote organic investment centered on human capital and in-organic investment as a growth driver.
- We have adopted DOE (Dividend on Equity) in our shareholder return policy to minimize the impact of earnings fluctuations and our share price.
- We will flexibly repurchase treasury shares based on our basic policy of progressive dividends, using a dividend payout ratio of 35% or DOE of 4%, whichever is higher.
- We will maintain ROE at a high level by improving capital efficiency and profitability.

(3) Deepening ESG management

- To simultaneously enhance corporate value and create social value, we will steadily evolve our ESG management by actively investing in human capital and digital transformation (DX), expanding our range of sustainability products, and enhancing the resilience of our supply chain.
- To achieve ATOM2028's human resources targets, we will accelerate investment in individuals, organizations, and work platforms, and continuously develop human resources who will advance our competitive edge of "engineering meets solutions."

7. Relationship between ATOM2028 and Materiality

In formulating ATOM2028, the Company revised its material issues in light of changes in the external business environment. We will achieve sustained growth by addressing material issues in accordance with ATOM2028's basic strategy.

8. Medium- and Long-Term Strategies to Increase Corporate Value

We will enhance corporate value by implementing our three basic strategies as well as our IR strategy, while keeping in mind the cost of capital and our share price.

Details of the Medium-term Management Plan ATOM2028 are available on our website.

https://www.tsubaki.co.jp/en/ir/ir_news/