November 5, 2026

TSUBAKI NAKASHIMA CO., LTD.
Itaru Matsuyama
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(Code 6464, Prime, Tokyo Stock Exchange)
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Notice Regarding Reorganization of Production Sites Including Rationalization of Workforce Reduction

TSUBAKI NAKASHIMA CO., LTD. (the "Company") announced that, its Board of Directors resolved today to start the procedure of closing three overseas production sites: the Poland Plant, the Slovakia Plant, and the Mountain City Plant (U.S.). Accordingly, the Company expects to implement streamlining measures, including workforce reductions, as outlined below.

1. Reasons for plant closures and details of rationalization measures, including workforce reductions

   Under our Mid-Term Business Plan 2025–2029, the Company have identified the global reorganization of its production network as a key initiative to strengthen cost competitiveness. As part of this effort, it previously announced the closure of the Erwin Plant operated by its consolidated subsidiary, TN TENNESSEE, LLC, in Tennessee, U.S., scheduled for February 2027, with the objective of reducing fixed costs and improving future profitability.

   In addition, in light of recent demand trends and the competitive environment, we have decided to close three additional production sites. In conjunction with these closures, we will implement cost-reduction measures, including workforce reductions through employee reassignments where possible at the affected locations.

   Production currently carried out at these sites is expected to be transferred primarily to our plants in India.

2. Tentative timing of plant closure and workforce reduction

   By the end of December 31, 2027 (planned, subject to local processes and regulations)

3. Overview of the plants to be closed

(1) Name	Poland Plant	Slovakia Plant	Mountain City Plant
(2) Location	ul Fabryczna 6, Krasnik, Poland 23-204	Dubska cesta 2927/25 Kysucke Nove Mesto Slovakia 024 01	378 Industrial Park Mountain City, TN 37683, USA

Disclaimer：The English translation is only for reference purposes. When there is any discrepancy between original Japanese version and English translation, the original Japanese version always prevails.

(3) Representative	Director Yoshio Sugawara	Director Yoshio Sugawara	President and CEO Yoshio Sugawara
(4) Major business	Manufacturing and sales of precision components		
(5) Number of employees	279 people	106 people	110 people

4. Impact on consolidated financial results

In connection with the closure of the plants, the Company expects to incur costs, including impairment losses on fixed assets, equipment relocation costs, and employee severance-related expenses. The impact on the Company's consolidated financial results is currently under review, and the Company will promptly disclose the estimated amount once it has been determined.

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