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August 27, 2025

NEWS RELEASE

Name of Listed Company: TSUMURA & CO.
Listing: TSE Prime Market
Securities code: 4540
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Notice Regarding Additional Contributions Accompanying the Continuation of the Performance-Based Stock Compensation System

TSUMURA & CO. (the “Company”) today announces that, at the Board of Directors meeting held on August 27, 2025, the company decided to make an additional monetary contribution to the performance-based stock compensation system for directors (excluding those directors who serve as Audit and Supervisory Committee members and non-executive directors) and executive officers who have entered into delegation contracts with the company (collectively referred to as “Directors, etc.”). This plan is called the “Board Incentive Plan trust*1” (hereinafter referred to as “the System”). Details are as follows.

1. Reason for additional contribution

As announced in our notice dated May 12, 2025, “Notice regarding partial revision of the Performance-Based Stock Compensation System”, we have decided to continue this system and plan to continue delivering shares to eligible individuals. Therefore, to secure funds for the acquisition of shares in this trust, we have decided to make an additional monetary contribution (hereinafter referred to as “additional trust”).

2. Structure of the System

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| 1) Date of additional trust | September 1, 2025 (scheduled) |
| 2) Additional trust amount | 659 million yen (Note) |
| 3) Type of shares to be acquired | Common shares of the Company |
| 4) Period of share acquisition | From September 4, 2025 to September 22, 2025 (scheduled) |
| 5) Method of share acquisition | Acquisition in the stock market |

(Note) This system will acquire additional shares of the company using the total amount of the additional trust money (659 million yen) and the cash belonging to the trust assets (15 million yen) as the source of funds.

*1 This system is established based on a trust contract concluded by our company with Mitsubishi UFJ Trust and Banking Corporation as trustee (co-trustee: The Master Trust Bank of Japan, Ltd.).