Translation

July 21, 2026

Company:	Tamura Corporation
Representative:	Mitsutaka Nakamura, Representative Director & President
Stock code:	TSE Prime 6768
Contact:	Mitsuaki Oishi, Director of Corporate Management Division
Phone:	+81-50-3664-0515

Notice Regarding Partial Acquisition of Shares and Conversion of EMG Power Electric S.r.l. into a Consolidated Subsidiary

Tamura Corporation (the “Company”) announces that it has entered into a share transfer agreement to acquire shares of EMG Power Electric S.r.l. (“EMG”) through its consolidated subsidiary TAMURA-EUROPE LIMITED (“TEU”). This transaction (the “Share Acquisition”) will result in EMG becoming a consolidated subsidiary of the Company.

1. Reason for the Share Acquisition

   Under its 14th Medium-Term Management Plan, “One TAMURA for Next 100,” the Company has identified clean energy-related markets as strategic growth areas, encompassing clean energy, power infrastructure, industrial electrification, next-generation communications, and mobility.

   Within its Electronic Components Business, the Company has positioned large-scale transformers and reactors as strategic products and has established a strong market presence in applications including renewable energy, power conversion systems, power distribution equipment, uninterruptible power supplies (UPS) and other critical electrical infrastructure.

   The rapid expansion of AI-driven data centers, increasing electrification and the growing adoption of medium-voltage power distribution are creating significant opportunities worldwide, particularly in North America and other high-growth markets.

   EMG, headquartered in Italy, designs and manufactures transformers and reactors. EMG brings complementary technological capabilities through its expertise in medium-voltage dry-type transformer technologies, including Vacuum Pressure Impregnated (VPI) and Cast Resin transformers, together with reactors designed for demanding power conversion applications. The company also has significant experience in engineering solutions for railway traction, renewable energy, battery energy storage systems (BESS), marine and offshore applications, industrial power conversion and critical electrical infrastructure.

   EMG's integrated engineering and manufacturing model, together with its ability to develop customized solutions for complex customer requirements, will further strengthen the Company's technological capabilities in the medium-voltage sector.

   Following Closing, EMG will serve as the Group's Global Center of Excellence for medium-voltage dry-type transformer technologies, supporting engineering development, manufacturing excellence and technology transfer across the Company's worldwide operations.

   The transaction will further reinforce the Company's global engineering and manufacturing platform by integrating EMG's expertise with the Group's operations across Japan, Europe, the United States, Mexico, China and Malaysia, creating greater flexibility in product development, manufacturing and customer support on a global basis.

This transaction is expected to enhance the Company's long-term competitiveness by expanding its technological capabilities and strengthening its position in high-value-added markets requiring advanced medium-voltage power conversion solutions.
More than an expansion of manufacturing capacity, this transaction represents the combination of complementary technologies, engineering excellence and global industrial capabilities. It reflects the Company's long-term strategy to strengthen its position as a global technology company providing advanced engineering solutions for electrification, medium-voltage power conversion and next-generation critical energy infrastructure.

2. Overview of EMG

(1) Name	EMG Power Electric S.r.l.	
(2) Location	Località Pianacci, 2/A, 52011 Bibbiena (AR), Italy	
(3) Representative	Chairman of the board of directors: Filippo Galastri	
(4) Business Description	Research, design and manufacture of large-scale transformers and reactors	
(5) Capital Stock	EUR100,000.00 (as of December 31,2024)	
(6) Date of Establishment	January 15, 2014	
(7) Major shareholders and ownership ratios	Two individual shareholders: 100.0%	
(8) Relationship between the Company and said company	Capital relationship	None
	Personnel relationship	None
	Business relationship	None

(9) Financial Position and Operating Results for The Past Three Years* (Thousands of EUR)			
Fiscal year end	ended December 2022	ended December 2023	ended December 2024
Net assets	4,964	8,759	11,887
Total assets	16,197	22,023	22,175
Sales	26,426	25,409	27,170
Operating income	5,633	7,474	6,230
Income before income taxes	6,527	7,208	6,458
Net income	4,028	5,195	4,628

* As the fiscal year ended December 2025 has not yet been finalized, the figures are based on the results for the fiscal year ended December 2024.

3. Overview of the parties transferring shares

(1) Name	Two individual shareholders	
(2) Location	Arezzo, Italy	
(3) Relationship between the Company and the parties	Capital relationship	Not applicable
	Personnel relationship	Not applicable
	Business relationship	Not applicable
	Applicability of related party	Not applicable

4. Number of shares acquired, acquisition price, and status of shares held before and after acquisition

(1) Number of shares held before the transfer	0 shares
(2) Number of shares to be acquired	120,000 shares
(3) Estimated Acquisition Price*	Approximately JPY 9.5 billion *This amount includes advisory fees and may be subject to change due to factors such as exchange rate fluctuations, etc..
(4) Number of shares held after the acquisition	120,000 shares (Percentage of voting rights held: 80%)
(5) Other Matters	The Share Acquisition will be funded through a combination of cash on hand and borrowings.

5. Schedule

(1) Date of resolution by the Board of Directors*[2]	June 25, 2026
(2) Date of conclusion of the contract	July 17, 2026
(3) Date of acquisition of shares	October 1, 2026 (Scheduled)

* At the Board of Directors meeting, it was resolved to delegate to the President the authority to make the final determination regarding the acquisition and the execution of related agreements, subject to certain conditions.

6. Future Outlook

The impact of the Share Acquisition on the Company's consolidated financial results is currently under review. Should any matters requiring disclosure arise, the Company will promptly disclose them.

Strategic Investment for Technology Growth

TAMURA CORPORATION
×
EMG POWER ELECTRIC

— Expanding Solution Capabilities and Strengthening the Global Business Foundation through Newly Acquired Higher-Voltage and Larger-Capacity Technologies

TAMURA

Tamura Corporation

July 21 , 2026

TAMURA CORPORATION ✖ EMG POWER ELECTRIC

Not an acquisition.
A Technology leap.

Tamura gains cast resin — a new transformer technology — and expands its medium-voltage power across Rail, Marine, Renewables and the booming Data-center market, to scale globally across Europe, the Americas and Asia.

From a components supplier to a complete Power-solutions company

TODAY

Low-voltage power components

TOMORROW

A complete medium-voltage power platform

Cast resin + VPI transformers · large-capacity reactors · full conversion stack

+ CAPACITY

More output — Mexico line scaling to 4× by FY2027 for surging demand*.

*vs. FY2023

+ CAPABILITY

Cast resin — a technology new to Tamura — plus the expansion of MV power and VPI capabilities we already master.

Deepening our MV line up — and adding cast resin, New to Tamura

Cast Resin

NEW

Epoxy-encapsulated, void-free windings — the technology new to Tamura. Rugged and low-maintenance for the harshest marine, rail and industrial environments.

VPI

EXPANDED

Vacuum Pressure Impregnation — a capability we already master, now broadened to higher power and large-capacity duty.

Railway

Traction & rolling-stock power

Marine

Onboard & shipbuilding systems

Renewables

Wind, solar & grid integration

Data centers

AI-driven demand — a global boom

Company Overview and Key Strengths of EMG

A specialized transformer and reactor manufacturer

Overview

Name	EMG Power Electric S.r.l.
Location	Headquarters and Factory: Italy Sales Office and R&D: Switzerland
Established	January 2014
Stake Acquired	80% *Management will retain a 20% stake
Business	Research, Design and Manufacturing of Large-Scale Transformers and Reactors

Key Strengths

1 Advanced core technologies and design expertise

In-house development of core technologies such as cast resin and VPI, enabling the design and manufacturing of medium-voltage, large-capacity products

2 Extensive track record across diverse applications

Extensive delivery track record across industrial, infrastructure, marine, railway, and renewable energy sectors

3 Robust quality and certification framework

A robust quality and certification framework supporting compliance with ISO 9001, UL and major classification society standards

Production range

Marine

Watercooled

Cast Resin

Traction

* Standards: IEC, ANSI, NMX, or any other requested standards

Strategic Rationale 1: Delivering Advanced Technology Solutions

Enhancing solution capabilities through the acquisition of MV and large-capacity technologies

. MV and Large-capacity Technology Acquisition — Strengthening the Technological Base

EMG

EMG's Key Strengths and Track Record

- Strong capabilities in MV and large-capacity transformers and reactors
- Extensive track record across industrial, infrastructure, railway and renewable energy sectors

TAMURA

Tamura's Key Strengths and Track Record

- Strong track record with leading European manufacturers in the renewable energy market since 2010, built through high-quality large-scale transformers and reactors.

Leveraging the Combined Technologies and Expertise of Both Companies

Product and Solution Expansion — Broadening the solution offering

Expanding product lineup

Adding MV and large-capacity offerings

Providing energy-efficient, high-performance power solutions

Meeting growing power demand from rapidly expanding sectors such as AI data centers (AIDCs)

Next-generation products such as sloid-state transformers*

Strengthen development of medium- and high-frequency transformers

* Development of next-generation products, including SSTs, is expected to be further enhanced through technological synergies between EMG and TAMURA

Strategic Rationale 2: Enhancing Global Presence

Expanding sales opportunities and strengthening market reach leveraging complementary business positions and a global footprint

Mutual Sales Expansion — Market expansion

- Tamura and EMG serve complementary core markets and customer bases with minimal overlap
- Enabling new market development through the mutual expansion of product offerings

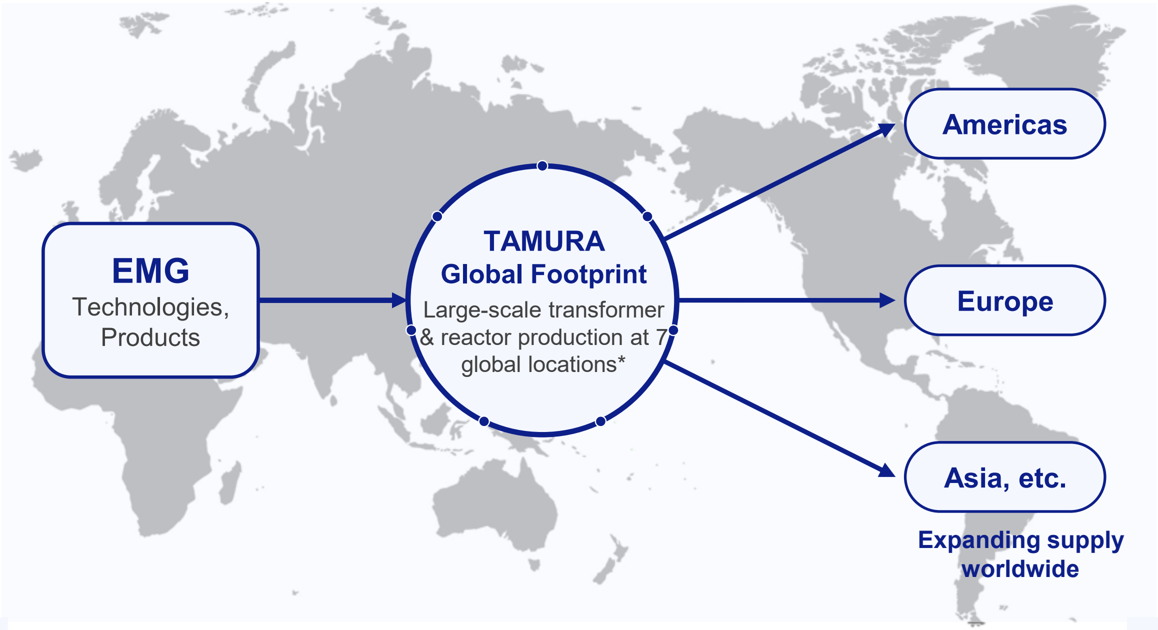
TAMURA **Tamura's customer base**
Renewable energy, data centers, industrial machinery, and more

Cross-selling each other's products

EMG **EMG's customer base**
Railways, welding, shipbuilding, substations, and more

▶ **Significant opportunities for customer acquisition and market expansion.**

Leveraging TAMURA's Global Footprint— Global supply



EMG's products and technologies are to be globally deployed through Tamura's production network

***Mexico Plant: Key hub for North American AI data center demand**

- Generative AI is driving a sharp increase in power demand
- Demand for large-scale transformers and reactors for PDU and UPS systems is rising rapidly in North America

Mexico Plant Expansion to Further Grow AI Data Center Market Share

From Alliance to M&A — Expanding the Mexico Plant and Leveraging Acquired Technologies for North American AI Data Centers

Capacity expansion — New MV Large Transformer and Reactor Production Line

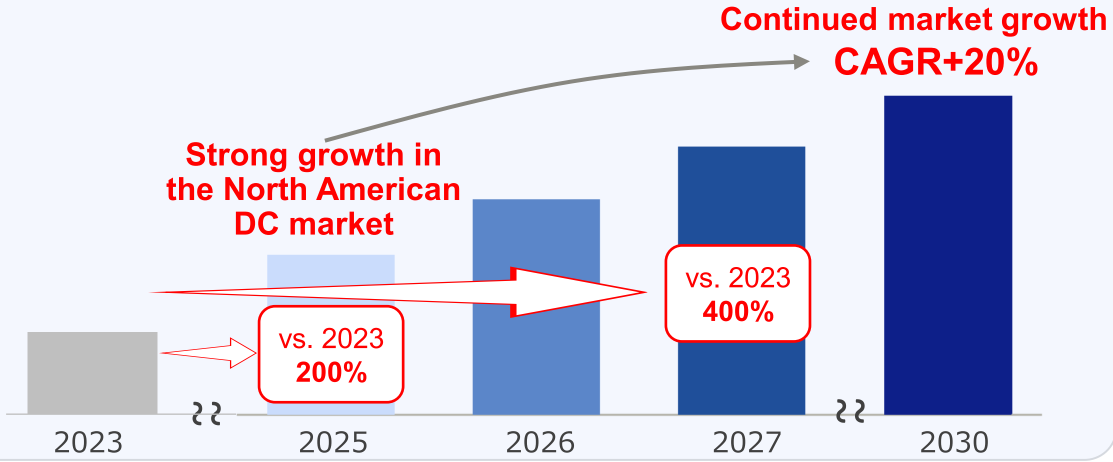

Expansion Overview

- **Location:** Mexico (Tijuana)
- **Investment:** USD 7 million (buildings, production equipment, etc.)
- **Scope:** New production line for large-scale transformers and reactors
- **Production start:** Second half of 2026 (planned)
- **Supplied to:** North American AI data centers (UPS and PDU systems), etc.

Business expansion — Strategic Investment for New Markets

1. **April 2026: Business alliance with EMG → October 2026: M&A**
   Acquiring MV and high-capacity technologies and integrating them in-house capabilities
2. **Adding new MV products at the Mexico plant to double production capacity**
   Raising FY2027 production capacity to 4× the FY2023 level
3. **Expanding share in the North American AI data center market**
   Demand in the existing (LV) segment continues to grow, while the new (MV) segment is positioned to capture incremental demand

Mexico Plant: Large-scale Transformer & Reactor Production Capacity



One TAMURA for Next 100

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