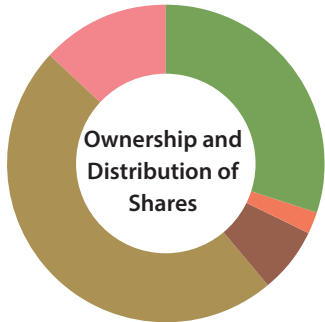


Corporate name	TSUMURA & CO.	Stock exchange listing	Tokyo Stock Exchange Prime Market (Stock Code: 4540)
Head office	2-17-11, Akasaka, Minato-ku, Tokyo 107-8521, Japan	Shareholder register agent for common stock in Japan	Mitsubishi UFJ Trust and Banking Corporation
Founded	April 10, 1893	Accounting auditor	PricewaterhouseCoopers Japan LLC
Incorporated	April 25, 1936	Authorized common stock	250,000,000
Capital stock	30,142 million yen	Issued common stock	76,758,362 (including 229,897 shares of treasury stock)
Number of employees	4,138 people (consolidated)	Number of shareholders	18,103 people (down 2,3340 compared with previous period)
Closing date of accounts	March 31		

Major Shareholders

Shareholder name	Number of shares (1,000 shares)	Percentage of equity (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	10,907	14.25
BANK OF CHINA (HONG KONG) LIMITED-PING AN LIFE INSURANCE COMPANY OF CHINA, LIMITED	7,675	10.03
Custody Bank of Japan, Ltd. (Trust Account)	4,111	5.37
STATE STREET BANK AND TRUST COMPANY 505001	2,675	3.50
MUFG Bank, Ltd.	2,197	2.87
Employees' Stockholding	1,751	2.29
BRIGHT RIDE LIMITED	1,692	2.21
THE BANK OF NEW YORK MELLON (INTERNATIONAL) LIMITED 131800	1,497	1.96
THE BANK OF NEW YORK MELLON 140044	1,310	1.71
JP MORGAN CHASE BANK 380634	1,261	1.65

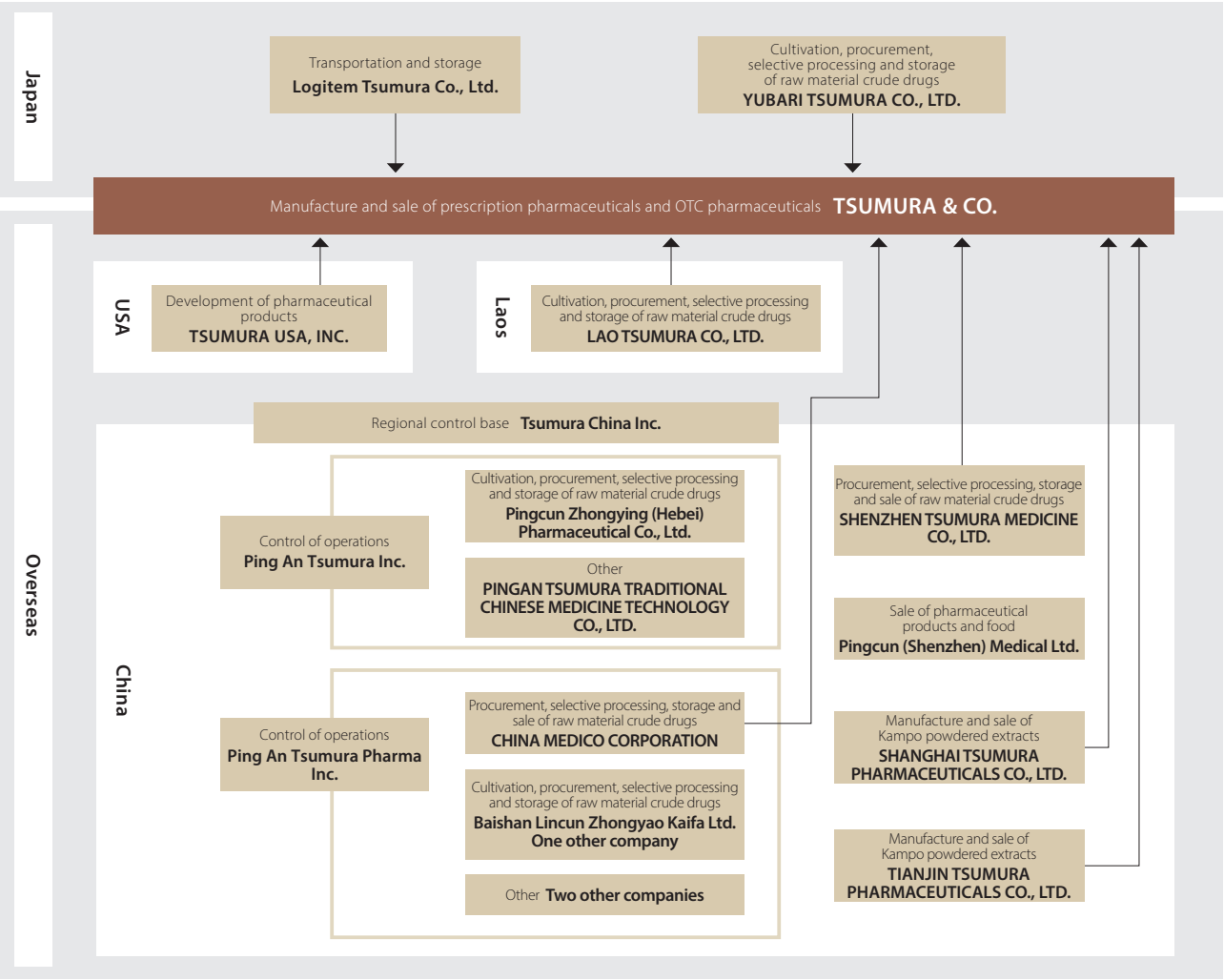
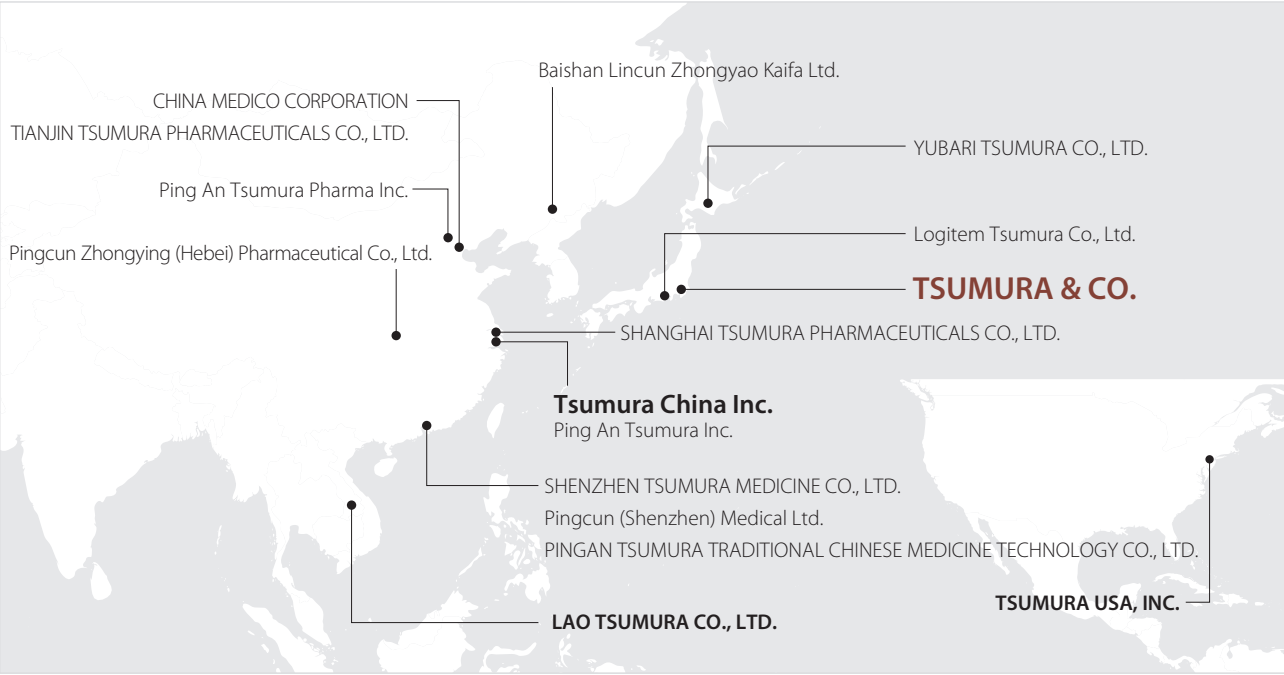
Note: The percentage of equity is calculated deducting 229,897 shares of treasury stock. The above treasury stock does not include 137,562 shares of treasury stock held as trust assets of the officer remuneration Board Incentive Plan (BIP) trust and 462,412 shares of treasury stock held as trust assets of the share allocation Employee Stock Ownership Plan (ESOP) trust.



- Japanese financial institutions*1 30.20%
- Japanese securities firms 2.18%
- Japanese corporations 6.76%
- Overseas institutions 47.88%
- Japanese individuals and others*2 12.98%

*1 "Financial institutions" includes 137,562 shares of treasury stock held as trust assets of the officer remuneration BIP trust and 462,412 shares of treasury stock held as trust assets of the share allocation ESOP trust.
*2 "Japanese individuals and others" includes 229,897 shares of treasury stock.

Group Companies



Editorial Policy

Integrated reports are prepared with the goal of communicating and providing understanding to stakeholders including investors concerning the Tsumura Group's efforts to improve its corporate value from a medium- to long-term perspective.

INTEGRATED REPORT 2024 was prepared with emphasis on connectivity of information to provide an understanding of the Group's value creation story. The report was prepared mainly by the Corporate Communications Department (Investor Relations Group) based on a system for consolidating and sharing information companywide.

We look forward to making our future reports more insightful for stakeholders by gaining valuable input and information via interactions with them going forward.

Representation of the Company's Name

- In this report, the company is referred to as follows.
- Tsumura, Tsumura Group, the Group: Collective terms for the Tsumura Group in Japan and overseas
- The Company: TSUMURA & CO. (non-consolidated)

Scope of Data Collection and Applicable Period

Performance data is from fiscal 2023.
TSUMURA & CO./Logitem Tsumura Co., Ltd./YUBARI TSUMURA CO., LTD. (April 1, 2023 - March 31, 2024)
Tsumura China Inc. and 11 other Chinese affiliates/TSUMURA USA, INC. (January 1, 2023 - December 31, 2023)
Notes are provided in cases where the scope of data collection differs from the above.

Information on the Website



Sustainability

<https://www.tsumura.co.jp/english/sustainability/index.html>



IR Information

<https://www.tsumura.co.jp/english/ir/index.html>



About Kampo

<https://www.tsumura.co.jp/english/kampo/index.html>