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2026 New Year Message from the CEO

TSUBAKI NAKASHIMA CO., LTD.

Itaru Matsuyama

Representative Executive Officer, CEO

As we welcome the start of 2026, I would like to extend my sincere New Year greetings.

Over the past year, we revisited core areas that form the foundation of our company—quality improvement, compliance, and safety—and made steady progress in strengthening these domains. Through these efforts, we have been working diligently to restore the trust placed in us.

It was also a year of significant transition. Amid increasing global uncertainty, we came together as one organization to continuously reflect on what is required for us to meet the expectations of our customers, partners, and shareholders.

In response to this environment, we formulated and announced our Mid-Term Business Plan through FY2029 to clearly define the company's strategic direction. At the same time, we have made significant progress in strengthening our leadership team—an area I have focused on since becoming CEO—and I believe we have now built a solid foundation for the successful execution of this plan.

Additionally, to ensure that every employee moves forward with shared values and a unified perspective, we defined our Purpose, Vision, Mission, and Values, which form the core of who we are as a company. Throughout the year, we implemented various initiatives to embed these guiding principles across the organization. Looking back on 2025, we have laid important groundwork for future growth—both in our business and in our corporate culture.

In 2026, we will strive to create corporate value by thoroughly strengthening cost competitiveness and driving the steady expansion of our four growth segments: Indian Market, Aerospace & Defense, Ceramic Balls, and Engineered Plastic, as outlined in our Mid-Term Business Plan.



With AI and other technologies evolving rapidly, the manufacturing industry is stepping into a new era. As we continue to promote automation and integrate new technologies, the technical capabilities, expertise, and experience that Tsubaki Nakashima has cultivated over the past 90 years remain our irreplaceable strengths and a lasting source of pride.

Guided by our Purpose, “Help the world to move by the power of precision,” we will continue to support our customers’ success by delivering high-quality products and contributing to keeping the world in motion.

I look forward to continuing our journey together in 2026.