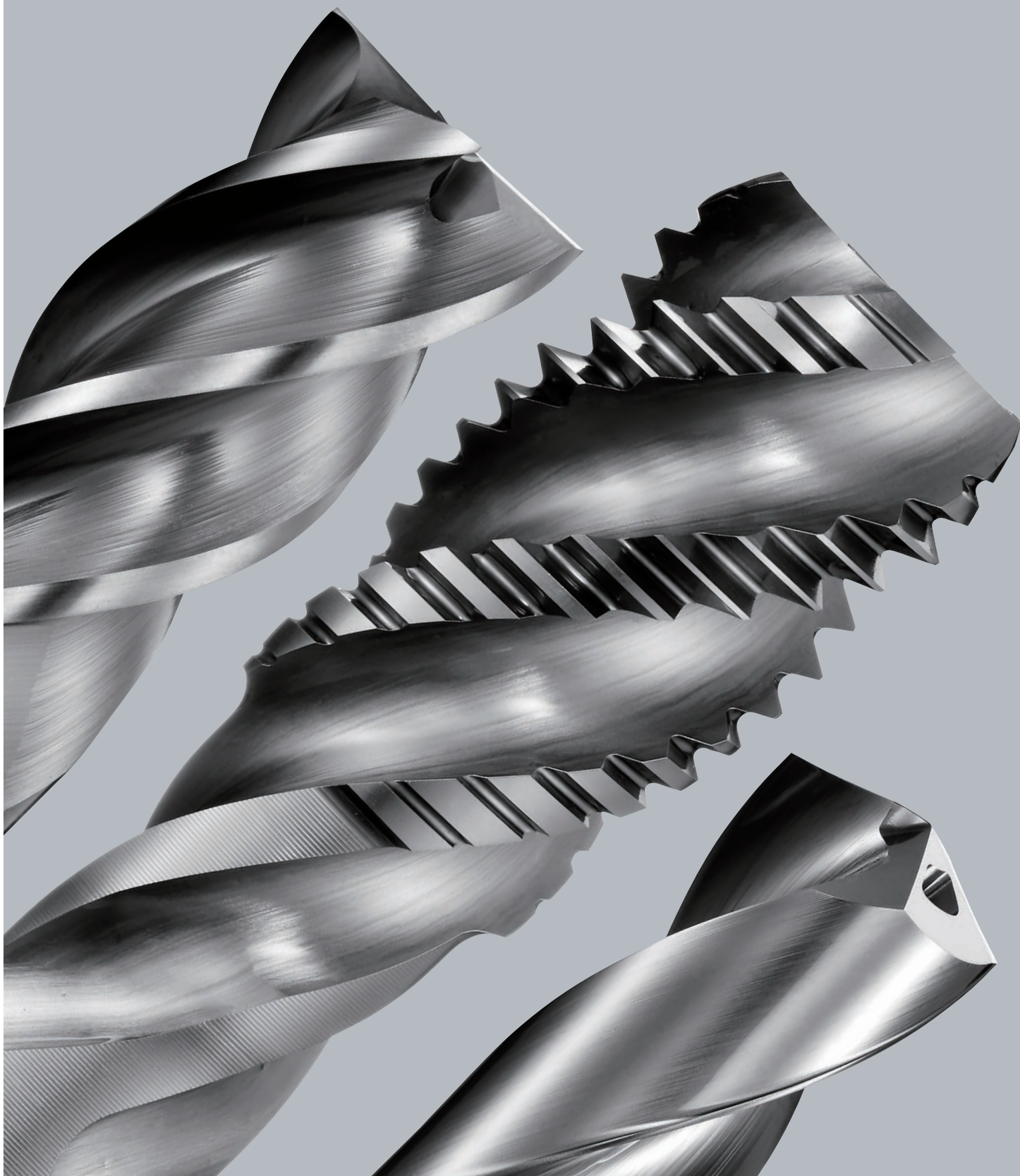




shaping your dreams

2021 Company Profile



A close-up, high-angle photograph of a metal drill bit. The bit is silver-colored with a double-flute design. The background is a light gray. A large, semi-transparent blue rectangle is overlaid on the right side of the image, containing white text. The text is centered within the blue area.

DNA of Manufacturing

OSG is the world's largest manufacturer of round cutting tools, with top global market share in taps, drills and end mills. Taps were the only products manufactured and sold when OSG began its operation in 1938. Since then, OSG has grown into a comprehensive cutting tool manufacturer, dramatically increased its product lineup to fulfill customer needs, offering gauges, dies, end mills, drills and indexable tooling.

OSG has always strived to provide quality products in sync with the latest technology and customer needs. This philosophy is the corporate DNA of OSG and the driving force of its global operation. The commitment to quality and new innovation will continue to guide OSG in maintaining its position as a world leader in the field of metal cutting.



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Shaping customers' dreams as a comprehensive cutting tool manufacturer



Norio Ishikawa
Chairman & CEO



OSG Corporation has succeeded in maintaining steady growth over the past 80 years. We would like to express our heartfelt gratitude to the support of our customers, business partners and shareholders for contributing to OSG's tremendous global success today.

Ever since the company's establishment in 1938, OSG has been committed to developing quality products that truly exceed the expectations of each customer. This spirit remains alive in all facets of our operation today, and has given OSG the strength to challenge the status quo and deliver products and services in sync with manufacturing needs of the times. Our corporate tagline "shaping your dreams" summarizes this passion for new challenges and commitment to transforming each and every one of our customers' dreams into reality.

While the manufacturing industry is consistently evolving through the new discovery of materials and technologies, OSG is poised for continued growth by responding with new innovations. OSG will continue to support the global manufacturing industries while living up to our stakeholders' trust and expectations. We thank you for your continuous and enthusiastic support for OSG Corporation, a company that keeps evolving without forgetting its origin.



A handwritten signature in black ink, appearing to read 'N. Osawa', positioned above the printed name.

Nobuaki Osawa
President & COO

Corporate Philosophy: Global Presence

As a comprehensive cutting tool manufacturer, we make products that at a fundamental level contribute to enhancing people’s quality of life. Through continuous growth, we have established a production, sales, and technical support network spanning 33 countries.

Our corporate aim is to continue to expand our operations globally and strengthen our contribution to manufacturing industries worldwide.

Business Model

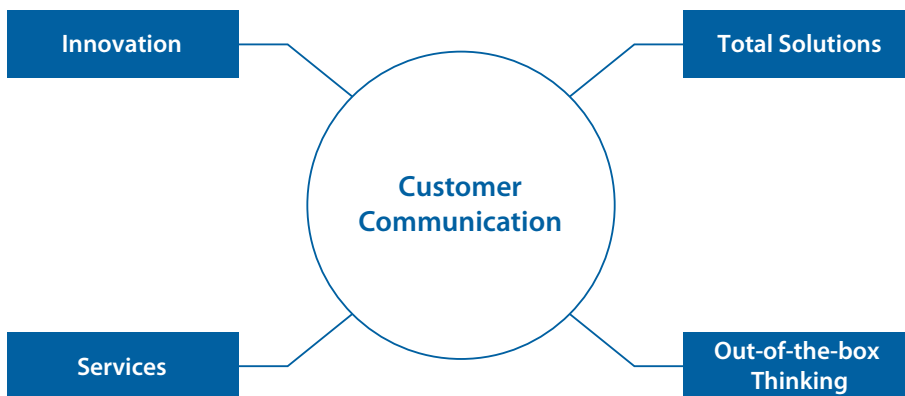
Customer communication is at the heart of the OSG brand. We anticipate, listen and actively react to customer needs through on-site face-to-face support. OSG’s vast global network provides our production sites with accurate feedback about user needs so that they can quickly design, develop, manufacture and deliver products that precisely meet those needs.

shaping your dreams

The power of OSG lies in our assured innovative technological know-how for producing high-quality and high-performance products; our exceptional services to respond to situations diligently; and our out-of-the-box thinking to provide total solutions that anticipate our customers’ needs.

We are committed to contribute to the advancement of the manufacturing industries by shaping our customers’ dreams into reality.

The Power to Exceed Customers’ Expectations



A commitment to quality that withstand the test of time

In March 1938, Hideo Osawa established OSG Grinding Co., Ltd. to achieve domestic production of high-quality taps. Thirty years later, OSG's first overseas subsidiary was established in the United States. Based on the corporate philosophy of "global presence," OSG has since then built a production, sales and technical support network spanning 33 countries. With over 50 years of experience in developing new markets and human assets, OSG will continue its global expansion and contribute to the advancement of the manufacturing industry worldwide.

- March 1938** ● Hideo Osawa established OSG Grinding Co., Ltd. in Tokyo
- Began manufacturing taps and dies



Hideo Osawa, Founder of OSG

- May 1942** ● Began manufacturing and sales of screw gauges

- May 1943** ● Established Aichi Factory (now OSG Academy)



- Aug. 1956** ● Began manufacturing and sales of cylindrical rolling dies

- April 1961** ● Toyokawa Factory began operation

- May 1963** ● Began manufacturing and sales of flat rolling dies



- June 1963** ● Changed the company name to OSG MFG. Company.

- Dec. 1963** ● Separated sales department and established OSG Corporation

- Dec. 1964** ● Stock listed on the 2nd Section of the Nagoya Stock Exchange

- March 1967** ● Oike Factory began operation

- Aug. 1970** ● Began manufacturing and sales of HSS end mills

- Dec. 1970** ● Stock listed on the 2nd Section of the Tokyo Stock Exchange

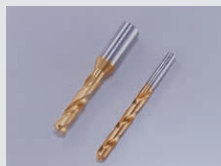
- Dec. 1971** ● Toyohashi Factory began operation

- Sept. 1980** ● Began manufacturing and sales of carbide end mills

- June 1981** ● Stock listed on the 1st Section of the Tokyo and Nagoya Stock Exchanges

- Feb. 1982** ● Shinshiro Factory began operation

- March 1984** ● Began manufacturing and sales of drills



- Feb. 1987** ● Began manufacturing and sales of cutter bodies

- Nov. 1990** ● Yana Factory began operation

- Dec. 1992** ● OSG MFG. Company and OSG Corporation were merged into OSG Corporation

- Feb. 1993** ● Relocated corporate headquarters to Toyokawa, Aichi

- Jan. 1998** ● Established Hongu Center

- Dec. 1998** ● Established CS Center



- Dec. 2004** ● Established Design Center

- Dec. 2006** ● Established Global Technology Center



- June 2010** ● Began sales of OSG Phoenix, an indexable tooling series

- Sept. 2014** ● Introduced "The A Brand" product brand

- Nov. 2014** ● Achieved consolidated net sales of 100 billion yen in FY2014

- Sept. 2017** ● Established D-Lab

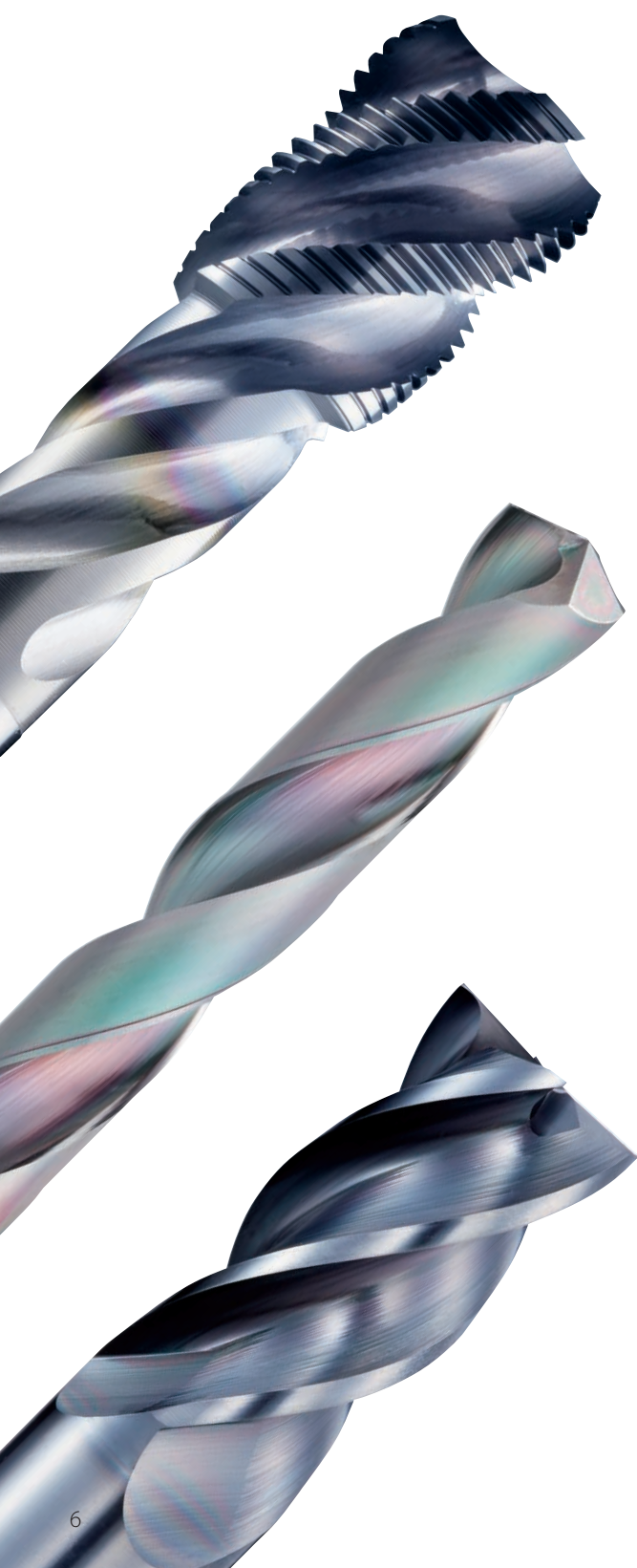
- 2018** ● OSG celebrated its 80th anniversary

- May 2020** ● Completion of NEO Shinshiro Factory



Supporting global manufacturing with top class products and technology

OSG maintains absolute control over every aspect of its manufacturing capabilities. OSG products are produced in-house – from the production of tool material, creation of tool geometry, to the development of its own proprietary coatings – the 3 vital elements in the manufacturing of superior cutting tools.



Taps

Taps are used to cut screw threads on the inside surfaces of holes, creating the “female” half (nut) of the screw. High precision is of vital importance, particularly in areas such as automobile engines, which require precision screws. OSG offers a lineup of taps with diameters in various sizes and with specifications suitable for a wide variety of uses.

Drills

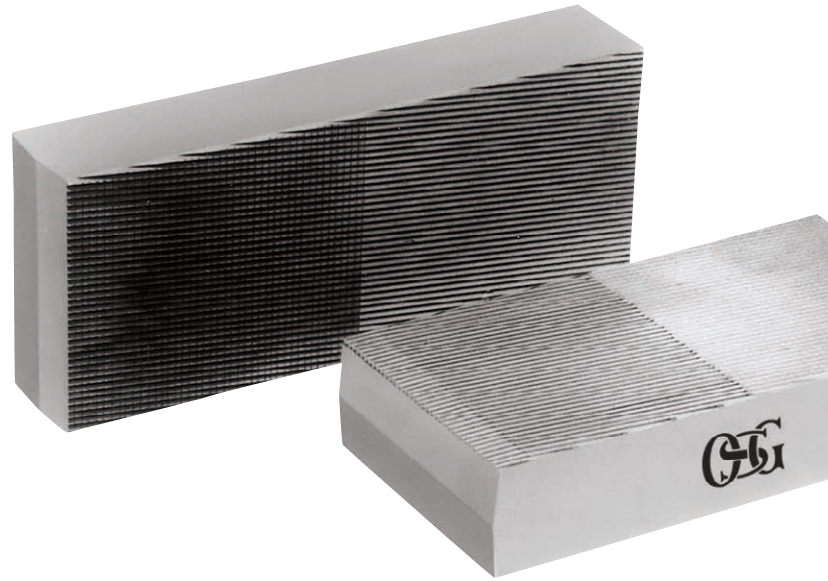
Drills are used to make holes in a wide range of surfaces. OSG has received high acclaim for the development of high-precision, high-value-added products for its use in automotive and aircraft part manufacture, which demands advanced processing techniques and zero margin of error.

End Mills

End mills are used to cut and contour molds for plastic parts, which include electric home appliances, die-casting dies for automotive parts and stamping molds. To meet today’s demanding requirements (smaller size, lower weight and reduced cost), OSG has developed many carbide end mills that are excellent in both processing accuracy and durability. To further enhance performance, efforts are made in the development of new products utilizing our advanced proprietary coating technique.

Rolling Dies

Thread rolling dies are used to copy threading onto “male” screws (bolts); the process consists of rolling a metal bar between two thread rolling dies tightly pressed to each side. OSG manufactures cylindrical and flat rolling dies for screws, worms and serrations, thread rolling planetary dies and counter-flow rolling dies, in accordance with their intended use.

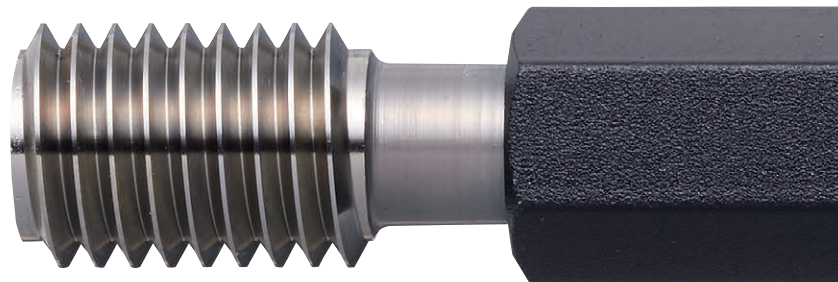


Indexable Tools

Indexable tools are used to shape metal molds and machine parts. While end mills are used for finishing, indexable tools are intended for rough cutting and contouring, and use disposable inserts attached to the tool body.

Gauges

Gauges are used to inspect the final dimensions of screw threads and holes. OSG was an early adopter of changes in the Japan Industrial Standards (JIS). Today, we offer a range of screw gauges based on ISO standards. Precision checking is an extremely important process because of the trend toward increasing product precision and compliance with international standards.



Innovation

OSG maintains absolute control over every aspect of its manufacturing capabilities to guarantee product quality. Additionally, OSG has integrated sustainability into various aspects of its operations to ensure an environmentally friendly, healthy and safe management system.

Offering high-precision, high-performance products with state-of-the-art facilities and meticulous quality control



Main Products: Taps

Yana Factory

50-5 Akaiwa, Tomioka, Shinshiro, Aichi 441-1335, Japan

Access: 20 minutes by car from the Shin-Tomei Expressway Shinshiro Interchange
Tel: +81-536-26-1411



Main Products: Rolling Dies, Gauges, Cutter Bodies

Toyohashi Factory

3-12 Kamiyama, Kamo, Toyohashi, Aichi 441-1101, Japan

Access: 15 minutes by car from the Tomei Expressway Toyokawa Interchange
Tel: +81-532-88-1141



Main Products: Carbide End Mills

Oike Factory

450 Kamishinkiri, Ichinomiya, Toyokawa, Aichi 441-1294, Japan

Access: 15 minutes by car from the Tomei Expressway Toyokawa Interchange
Tel: +81-533-93-2187



Main Products: In-house Machine Tools

Toyokawa Factory

2-17 Shirakumo, Toyokawa, Aichi 442-0018, Japan

Access: 10 minutes by car from the Tomei Expressway Toyokawa Interchange
Tel: +81-533-86-2188



Main Products: Carbide Drills, Carbide Taps, HSS Drills, HSS End Mills

Shinshiro Factory

1-2 Maruyama, Arumi, Shinshiro, Aichi 441-1317, Japan

Access: 3 minutes by car from the Shin-Tomei Expressway Shinshiro Interchange
Tel: +81-536-25-1311



Main Products: Coating Rods

Hongu Center

8-24 Tedori, Kaminagayama, Toyokawa, Aichi 441-1202, Japan

Access: 15 minutes by car from the Tomei Expressway Toyokawa Interchange
Tel: +81-533-92-1505

The so-called “OSG’s brains,” where designing, testing and development take place



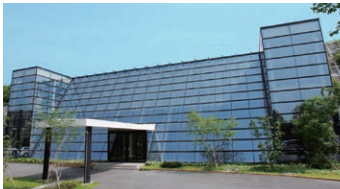
Design, R&D **Design Center**

The Design Center (DC) was established through the integration of engineering units to provide faster responses to customers’ manufacturing operation needs. It effectively uses 3D CAD and technology databases to provide timely solutions from multiple approaches.



Product Development **D-Lab**

The purpose of the D-Lab (Development Laboratory) aims to accelerate cutting tool development for enhancing manufacturing efficiency in sync with the latest technology.



Product Development **Global Technology Center**

OSG’s Global Technology Center (GT Center) plays a key role in product development. This division and the testing laboratory work in unison to test product prototypes with fresh ideas, which are ultimately crafted into new innovative high-value-added products.



Training Facility **Guest House**

As an accommodation facility for participants in training programs, the Guest House welcomes visitors from Japan and overseas. It is also used as a venue for new product seminars and events, and as a center for communication among the tooling community.

Out-of-the-box Thinking

The OSG Academy consists of four facilities: Design Center, Global Technology Center, D-Lab, and the Guest House. As the innovative hub of the OSG Group, it encompasses design, research and development, and leverages customer input along with OSG’s accumulated know-how to create superb new products.

Creation of new business models

through digital transformation

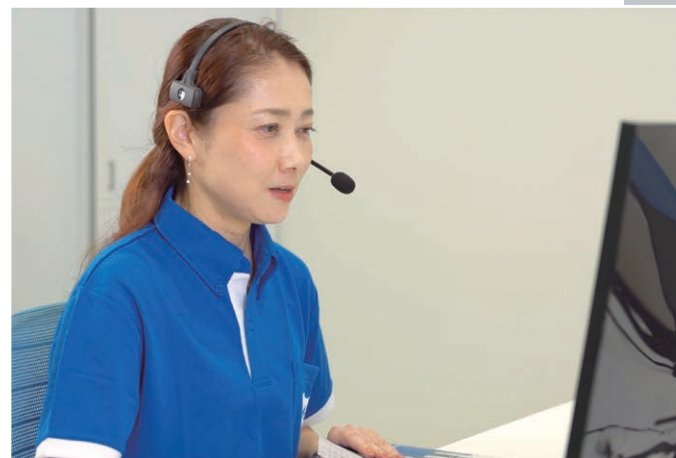
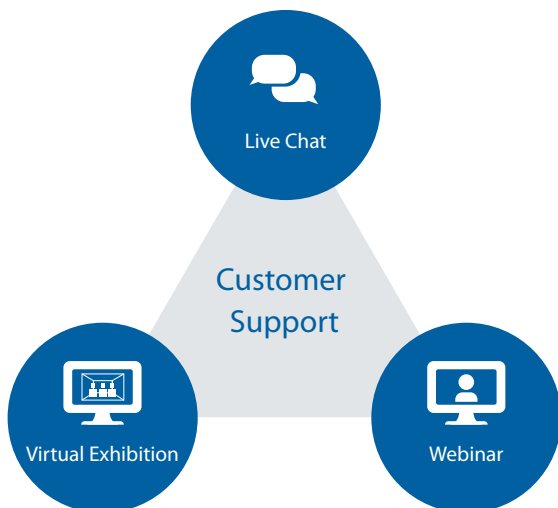
The fusion of traditional craftsmanship and smart factory





While making the best use of the manufacturing know-how cultivated over the years, OSG has refined its on-site capabilities by implementing improvements that have been identified through digitalization. What the company focuses on is the thorough visualization of manufacturing. Information such as the operating rate of each machine, schedule, production status and volume are shared, and the collected data is analyzed. By eliminating waste in production and optimally making arrangements according to the situation, automation is made possible to accelerate smart lines capable of long-hour unmanned operation up to 72 hours. By promoting the “one factory” concept, where production status, forecast and schedule of major factories in Japan and overseas are centrally managed, OSG will further strengthen its ability to fulfill evolving manufacturing needs.

Furthermore, the company-wide “OSG 4.0” project is underway to strategically connect data and systems revolving sales, manufacturing, product development and customer service to maximize performance and profits. With a revamped business model that is highly efficient and versatile, OSG is able to drive new efficiencies into the core of its operation to take manufacturing to a new level.



Sales and distribution network structured to fulfill every customer needs

OSG's domestic sales network is divided into three regions – east, central and west, to provide optimal customer support. With sales engineers stationed nationwide, OSG is able to quickly respond to customer needs, provide tailored technical support, and offer industry specific workshops.



Domestic Sales Network

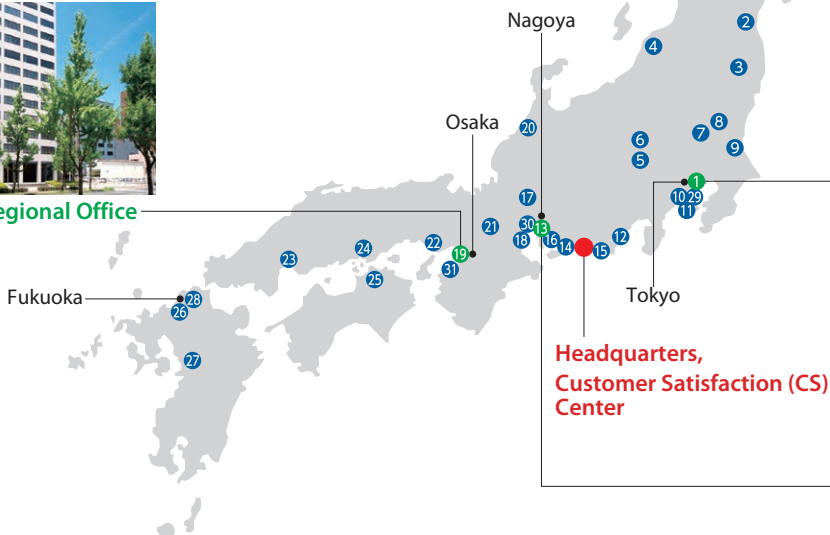
- ① Eastern Regional Office
- ② Tokyo Sales Office
- ③ Sendai Sales Office
- ④ Koriyama Sales Office
- ⑤ Niigata Sales Office
- ⑥ Suwa Sales Office
- ⑦ Ueda Sales Office
- ⑧ Ryomo Sales Office
- ⑨ Utsunomiya Sales Office
- ⑩ Ibaraki Sales Office
- ⑪ Hachioji Sales Office
- ⑫ Atsugi Sales Office
- ⑬ Shizuoka Sales Office
- ⑭ Central Regional Office
- ⑮ Nagoya Sales Office
- ⑯ Toyokawa Sales Office/
Toyota Sales Office
- ⑰ Hamamatsu Sales Office
- ⑱ Anjo Sales Office
- ⑲ Gifu Sales Office
- ⑳ Mie Sales Office
- ㉑ Western Regional Office
- ㉒ Osaka Sales Office
- ㉓ Kanazawa Sales Office
- ㉔ Keiji Sales Office
- ㉕ Akashi Sales Office
- ㉖ Hiroshima Sales Office
- ㉗ Okayama Sales Office
- ㉘ Shikoku Sales Office
- ㉙ Kyusyu Sales Office
- ㉚ Kumamoto Sales Office
- ㉛ Kitakyusyu Sales Office
- Stock Center
- ㉜ Logis Tokyo
- ㉝ Logis Nagoya
- ㉞ Logis Osaka



Western Regional Office



Eastern Regional Office



Central Regional Office

Headquarters,
Customer Satisfaction (CS)
Center



CS Center

The Customer Satisfaction Center (CS Center) embodies OSG's core principle of service, and provides a space where the latest metal cutting technologies can be shared, enabling customers to experience live tooling demonstration on-site.

Visit OSG's homepage to learn more about our domestic sales network



Fulfilling customer needs with domestic group companies specialized in their respective fields

Each domestic group company manufactures and sells the products that they specialize in. Together, they offer a broad lineup of products and services, including the manufacturing of carbide materials and cutting tools, coating and regrinding services, as well as sales of machinery. They also offer various custom services, ensuring that each and every client will always receive products that suit their desired processing environment.

● Manufacturing of Cutting Tools

SD MFG. Company
Round rolling dies

Ohtaka Precision Co., Ltd.
Round thread cutting dies and rolling dies

Aoyama Seisakusho Co., Ltd.
Band saw blades, circular saw blades, bit drivers and regrinding of cutting tools

NODA Precision Inc.
Diamond tools, carbide tools and CBN tools

Nissin Diamond Co., Ltd.
Single crystal diamond cutting tools, PCD tools and CBN tools

F.P.TOOLS Co., Ltd.
Carbide reamers, HSS reamers

● Carbide Materials

Nihon Hard Metal Co., Ltd.
Carbide alloys

● Regrinding

Aoyama Seisakusho Co., Ltd.
SD MFG. Company
ORS Corporation
Ohtaka Precision Co., Ltd.
Nissin Diamond Co., Ltd.*
*Regrinding of diamond tools only

● Consultation

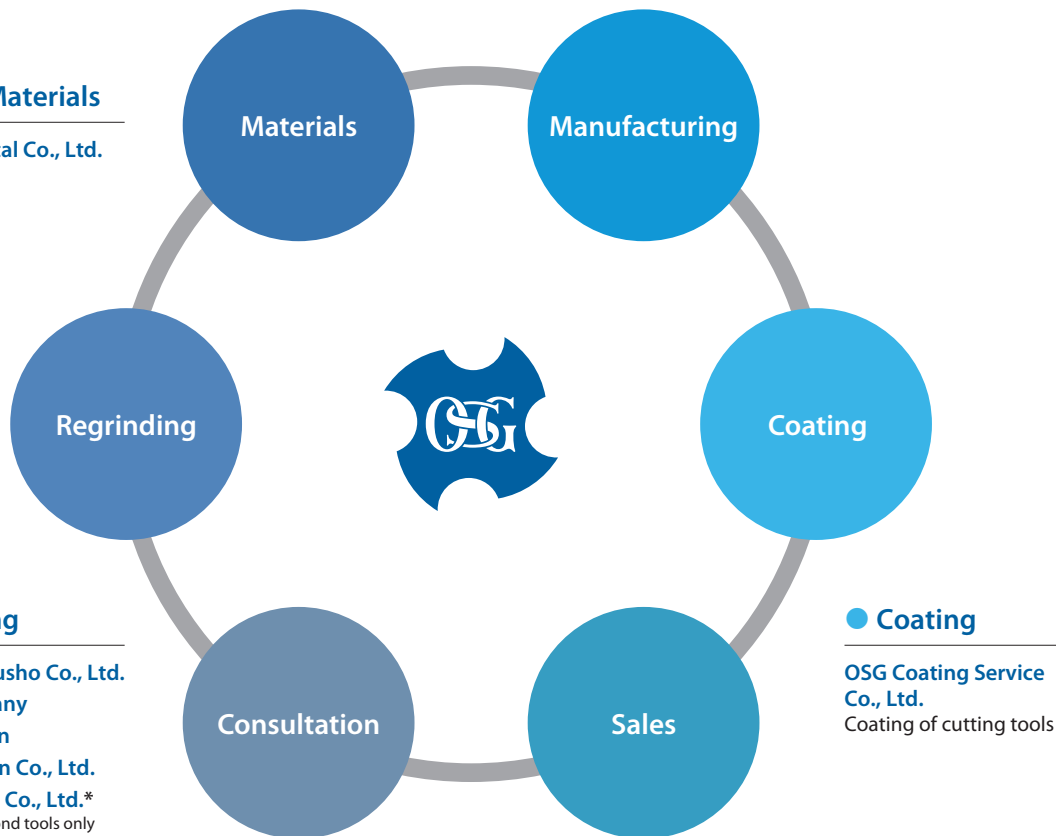
Kanagata Consulting Co., Ltd.
Consultation regarding mold manufacturing techniques

● Sales

OSG System Products Co., Ltd.
Sales of LH-Stix, Micro-Stix, D-Bars and bit drivers

Taiho Sangyo Corporation
Sales of precision cutting tools, rolling dies, measuring instruments, machine tools, etc.; automobile maintenance leasing services

Sanwa Seiki Co., Ltd.
Sales of precision cutting tools, general machinery, engine valves, jigs and tools for special-purpose machinery; retro-fitting of machine tools and industrial equipment



● Coating

OSG Coating Service Co., Ltd.
Coating of cutting tools

Visit OSG's homepage to learn more about our domestic group companies



A global network that accelerates international business development

In 1968, OSG Corporation established its very first overseas subsidiary in the United States. Since then, OSG has dynamically expanded its global presence, establishing a production, sales and technical support network spanning 33 countries.



| EUROPE |

- Austria
- Belgium
- Denmark
- France
- Germany
- Italy
- Ireland
- The Netherlands
- Poland
- Romania
- Russia
- Spain
- Slovakia
- Sweden
- South Africa
- Switzerland
- Turkey
- United Kingdom

| ASIA |

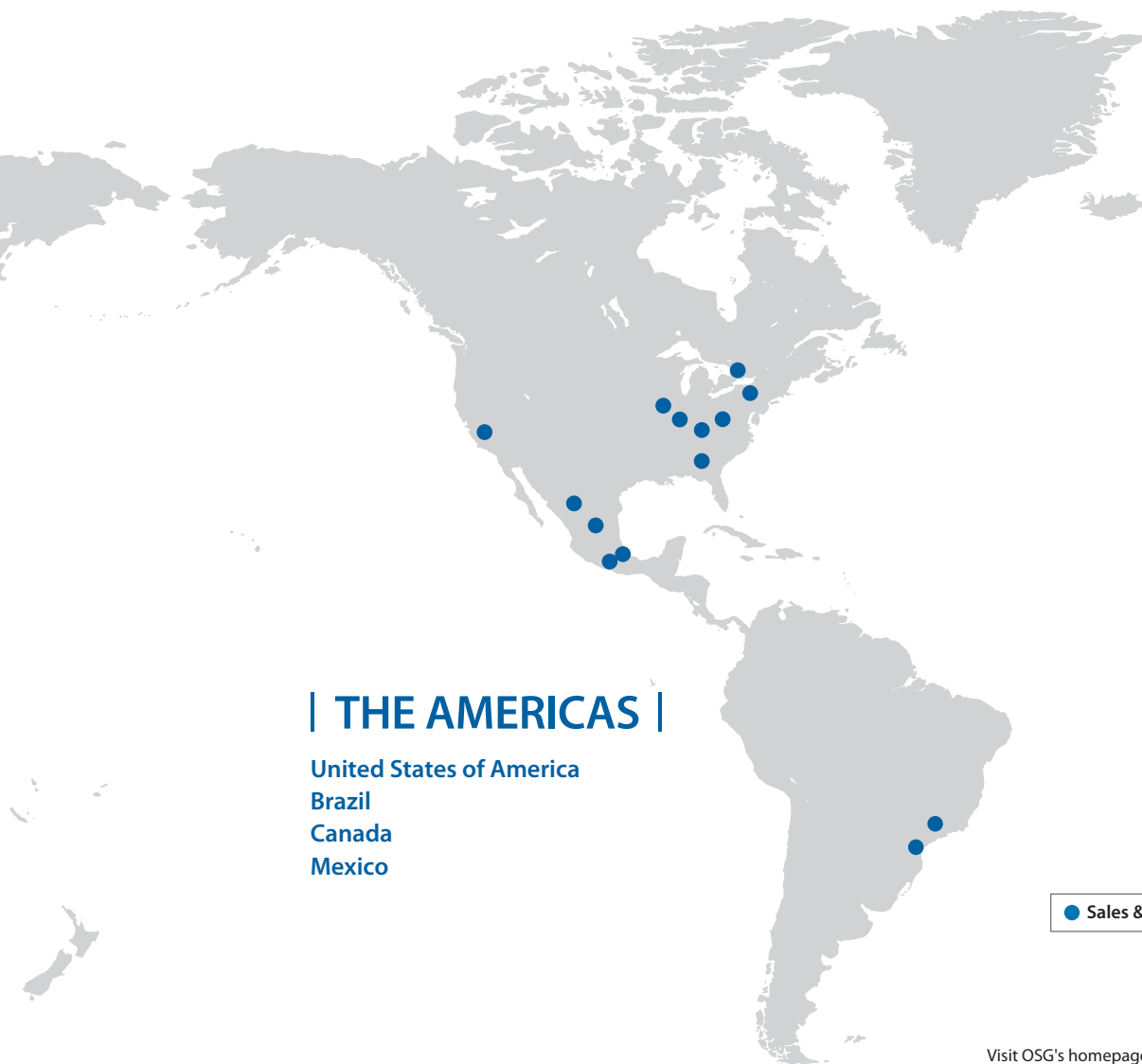
- Singapore
- China
- India
- Indonesia
- Japan
- Malaysia
- Philippines
- South Korea
- Taiwan
- Thailand
- Vietnam

Belgium (OSG Europe Logistics S.A.)



Singapore (OSG Asia Pte Ltd.)





| THE AMERICAS |

- United States of America
- Brazil
- Canada
- Mexico

● Sales & Manufacturing Sites

As of January 31, 2021

Visit OSG's homepage to learn more about our global network



Achieving sustainability with the environment and society

OSG has for many years taken proactive measures to fulfill its diverse social responsibilities in its corporate activities. As businesses cannot be successful unless they are in harmony with the global environment, OSG places great consideration in its product development process concerning the entire product life cycle while minimizing its ecological footprint. OSG also aims to conduct fair and transparent business activities to enhance its corporate governance. As a good corporate citizen, OSG will continue various efforts to contribute to the sustainability of society and the environment.

Contributing to Environmental Preservation

OSG places great emphasis on the preservation of environment, taking actions such as the reduction of energy consumption, CO₂ emissions and waste products. All OSG units are involved in efforts to conserve energy by adopting energy efficient construction and developing environmental friendly products that are in sync with customer expectation.

Corporate Citizenship

As a good corporate citizen, OSG plays an active role in sustaining society's development by engaging in meaningful communication with local communities and supporting a wide range of programs. OSG promotes all business activities with the highest priority placed on life, safety and law compliance, and fulfills social responsibilities to satisfy all stakeholders while safeguarding its future as a company.

Creating a Fair and Transparent System

OSG is continuously strengthening its corporate governance system, recognizing that sound corporate governance is vital in operating the company effectively, efficiently, and in a way that increases corporate value. In addition to complying with the requirements of applicable corporate governance laws and regulations, OSG has introduced its own requirements to help improve and maintain the soundness and transparency of its governance which is a vital part of business.

Efforts on Quality and Environment

ISO 9001 | JIS Q 9100 | ISO 14001 Certifications

OSG is committed to continuously improve quality and contribute to environmental sustainability.

● ISO 9001 Quality Management System

OSG first acquired the ISO 9001 certification for its tap production in 1998. In 2007, all OSG products have been certified.

● JIS Q 9100 Quality Management System

In May 2017, OSG acquired the JIS Q 9100 certification, which is the international standard for quality management system specific to the aerospace and defense industries.

● ISO 14001 Environmental Management System

Nine of OSG's domestic business operations were certified in November 2000.



Scan to learn more about "OSG & Sustainability"

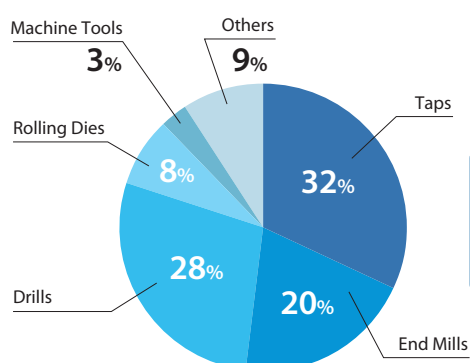


Company Overview

(as of Nov. 30, 2020)

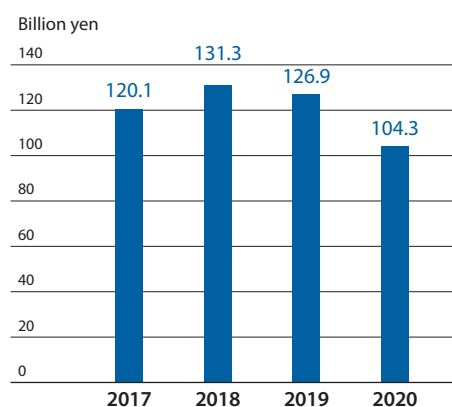
Company Name	OSG Corporation
Headquarters	3-22 Honnogahara, Toyokawa, Aichi, Japan
Established	March 26, 1938
Description of Business	Manufacture and sales of cutting tools, rolling dies, gauges, machine tools, and machine parts; import and sales of tools
Capital	12,223 million yen
Representatives (as of Feb. 20, 2021)	Norio Ishikawa, Chairman & CEO Nobuaki Osawa, President & COO
Number of Employees	7,173 (Consolidated) 1,881 (Non-consolidated)
Net Sales (FY2020)	104,388 million yen (Consolidated) 43,779 million yen (Non-consolidated)
Stock Market	1st Section of the Tokyo and Nagoya Stock Exchanges
Stock Code	6136 (Nikkei 500, JPX Nikkei 400)

Sales by Product

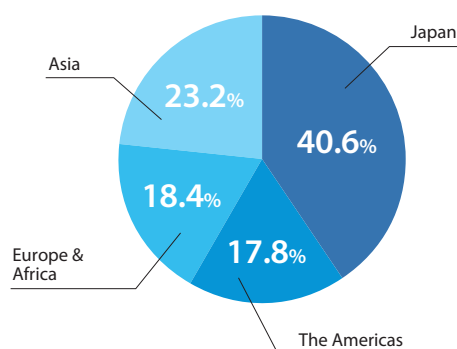


**Net Sales
(Consolidated)**
104.3 billion yen
(as of Nov. 30, 2020)

Sales Trend



Net Sales by Region





shaping your dreams