FY2027 Q1 Financial Results

August 7, 2026 | Securities Code: 5381

Mipox Corporation

Sharpen Innovation

Sharpen innovation.

Honing the cutting edge.

Carving out the next 100 years and recoating global conventional wisdom with new possibilities.

In Japan, we have the word “tsuyuharai,” which literally means “sweeping away dew.”

It refers to going ahead of a procession to clear away obstacles.
To lead the way.
By extension, it means to be the first to do something.

Anticipating and removing the challenges that stand in our customers’ path to the future.
Solving the underlying problems in the world so that future generation will not stumble.

Providing “Coating, Slitting, and Polishing” solutions for 100 years,
our work is to polish the path ahead for our customers and society.
And it is through this spirit of mutual refinement with our partners
that we also polish our own technologies.

For the next 100 years,
we will continue to polish, strongly and gently,
so that the future shines dazzlingly bright

MIPOX

A 100-year-old Venture that Never Forgets to Change

Founded in 1925 as a subsidiary of German L. Raybould Mercantile Establishment, we engaged mainly in the production of colored foil used in publications while selling imported pigments. Based on the “Coating” and “Slitting” techniques nurtured through production of colored foil since the latter 1960s, we developed a polishing film for use in the manufacturing process of precision parts, establishing three core technologies of “Coating,” “Slitting,” and “Polishing.”

After developing as a manufacturer specializing in precision abrasives, an engineering service (commissioned coating) was launched in early 2000 to offer our core technology of coating as a service. After overcoming a crisis that plagued the company for the first time since its founding between 2008 and 2010, we launched a wafer process (commissioned polishing) that offers polishing as a service and worked to “Change The World by Our Converting and Polishing Technologies.” In 2016, Nihon Kenshi, a manufacturer of coated abrasives, joined us, and we expanded our lineups in the Product Business.

We have now marked over a century of history since our founding. In order to sustain our business for a long time, we must adapt to change while being sensitive to rapidly changing technologies and values in the world. So as to meet the needs of these times, we will further enhance the core technologies we have developed, while aggressively taking on new business challenges and aiming to become the partner of choice for customers around the world through products and services that are needed in the world.
Mipox will continue to be a group that keeps on making changes with an aim to become a 100-year-old venture that never forgets to change.

We would appreciate your continued support and patronage.

Jun Watanabe, CEO

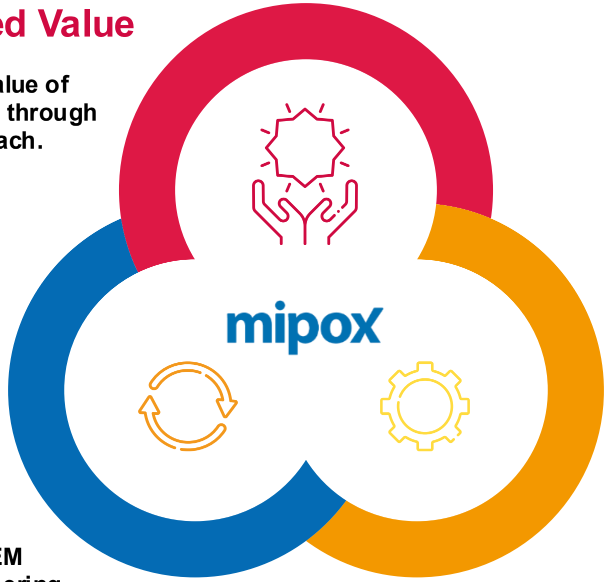
Agenda

Corporate Name	Mipox Corporation
Founded on	November 21, 1925
Incorporated on	December 12, 1941
Representative	Jun Watanabe, President and CEO
Address	18 Satsuki-cho, Kanuma-shi, Tochigi, 322-0014
Listed on	Tokyo Stock Exchange Standard Market
Securities Code	5381

[Management Policy]

Increase Added Value

Enhance the added value of our Product Business through an engineering approach.



Transform Business

Transition from an OEM business to an engineering services business.

Improve a Management Foundation

Establish a management foundation that can adapt to rapid changes and diversity.

Mipox Metal Works Co., Ltd. (ex-Okubo Iron Works Co., Ltd.)

Perfected technical expertise in coating, slitting, and polishing

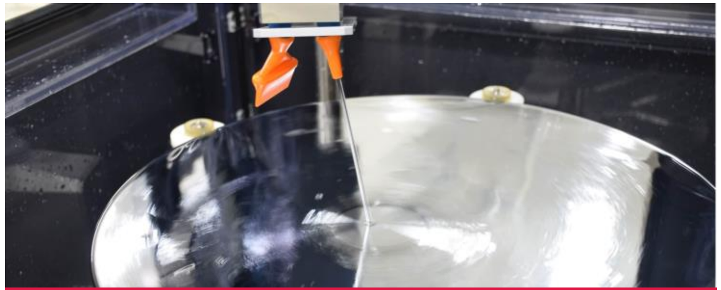
We have built our business around core coating, slitting, and polishing technologies,
applying metal foil manufacturing techniques that have been practiced since our foundation.
We offer products and services that integrate our core technologies to enhance the added value we deliver for our customers’ success.

Coating

We apply a uniform coating of formulated resins and other coating materials to PET film, copper foil, fabric, paper, and other base materials.
In addition to our proprietary abrasive and reflective materials, our multiple coating machines can create functional films tailored to meet specific customer needs.

Slitting

The product, made using coating technology, is slit to the desired size. By leveraging the technology developed in the production of polishing films for hard disk drives, which require a high level of precision, we can achieve highly accurate slitting and winding even for materials that are considered challenging to slit, allowing us to deliver high-quality products.



Polishing

We are dedicated to continuously researching the polishing process utilizing our proprietary abrasives and unique polishing equipment to develop products from a comprehensive and detailed customer perspective.
We aim to establish ourselves as trusted professionals in the polishing market by tackling the precision polishing of next-generation semiconductor wafers. To achieve this, we intend to leverage the high-precision polishing technology we have developed in the high-tech sector.

01 History

Year	New Business Sites	Sales (million yen): Product Business	Sales (million yen): Contract Service Business	Sales (million yen): Total	Topics
1925	Founded in Kyobashi-ku, Tokyo				Established as an importer of pigments and colored foil with German capital (Germany Pigment Partnership)
1981					Company name changed to Japan Micro Coating Co., Ltd.
2001				6,858	Listed on the JASDAQ OTC Market
2002				4,439	
2003				4,949	
2004				7,197	
2005				10,799	
2006				8,966	
2007				8,329	
2008				6,083	
2009				3,238	Jun Watanabe became President and CEO (current position) in FY2009
2010				3,013	Strengthening the Contract Service Business
2011				3,157	
2012	India, China (Shanghai)			3,045	
2013	Philippines	2,815	594	3,409	Company name changed to Mipox Corporation; moved the headquarters to Tachikawa-shi, Tokyo
2014	Taiwan	3,202	558	3,760	
2015	Kyoto-shi, Kyoto	3,606	379	3,985	Nippon Ref-lite Industry Co. Ltd. became a subsidiary and Mipox Kyoto Corporation was established as a subsidiary
2016	Vietnam, Fukuyama-shi, Hiroshima	3,930	274	4,204	Nihon Kenshi Co., Ltd. became a subsidiary
2017		6,219	190	6,410	Absorbed Mipox Kyoto Corporation through a merger
2018		7,009	816	7,826	
2019		7,083	474	7,558	The sales functions of Nihon Kenshi Co., Ltd. was integrated
2020	China (Shenzhen)	6,832	506	7,338	Started rebranding Ref Lite
2021	Kure-shi, Hiroshima	6,416	944	7,361	Moved the head office to Hokuto-shi, Yamanashi, absorbed Nihon Kenshi Co., Ltd. through a merger, and absorbed the Omni and Carbonite businesses through an absorption-type split
2022	Kanuma-shi, Tochigi	7,570	2,879	10,449	Misumi Chemical Co., Ltd. became a subsidiary. Moved the headquarters to Yotsuya, Tokyo
2023		7,948	2,080	10,029	Moved the head office/headquarters to Kanuma-shi, Tochigi, acquired the powder coating business of Suga Codings Co., Ltd. and made Okubo Iron Works Co., Ltd. a subsidiary
2024	Kumamoto-shi, Kumamoto; Sendai-shi, Miyagi; Kanazawa-shi, Ishikawa	7,618	1,735	9,354	Relocated the factory in India and invested in thomas Inc.
2025		9,956	1,215	11,172	100th founding anniversary. Changed trade name to Mipox Corporation and refreshed corporate logo
2026		11,339	720	12,059	Renamed subsidiary Okubo Iron Works Co., Ltd. to Mipox Metal Works Co., Ltd. and acquired Sanko Chemical Industry Co., Ltd. as a subsidiary

Business Areas: Product Business (1925–2026); Contract Service Business (2001–2026)

01 Sales Ratio by Segment

Product Business

Manufacturing and selling abrasive materials

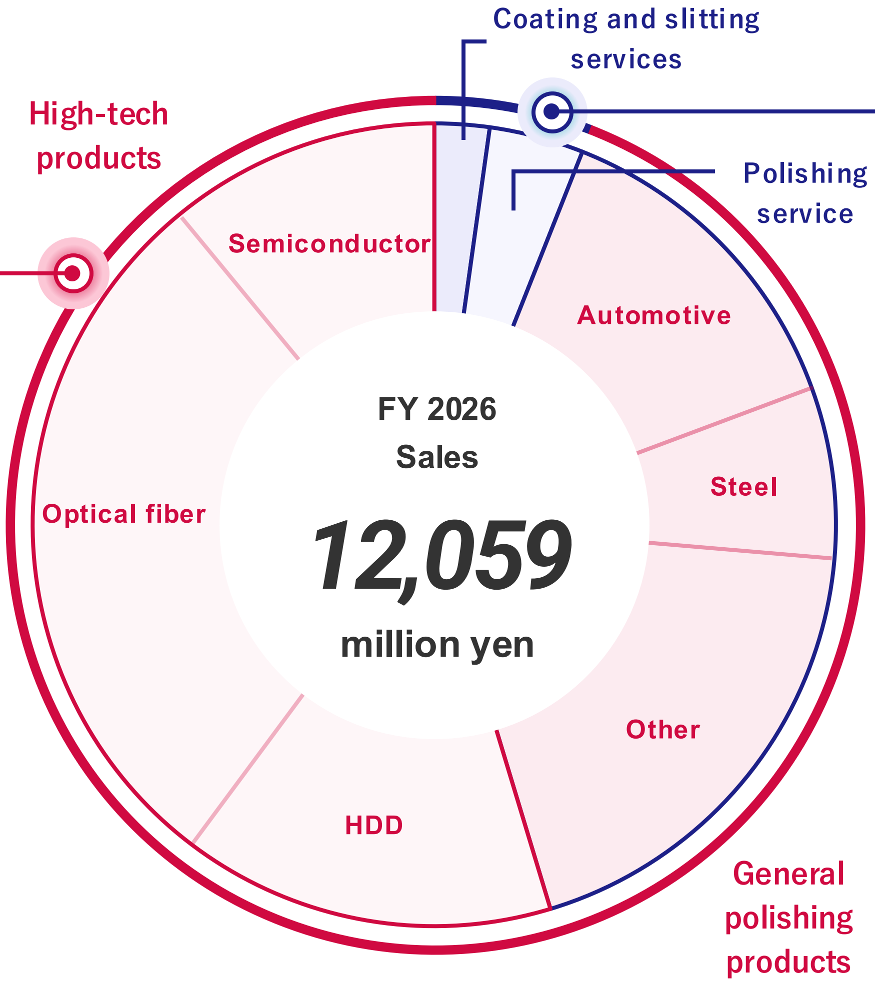
Share of sales **94%**

High-tech products 55%

Manufacturing and selling abrasive materials used in HDD, semiconductors, optical fibers, etc.

General polishing products 39%

Manufacturing and selling abrasive materials used in automobiles, steel, etc.



Ratio of Domestic to International Sales (FY2026)

Japan	International
38%	62%

Contract Service Business

Processing service on behalf of customers using customer-provided materials and company-owned equipment

Share of sales **6%**

Coating and slitting services 2%

Processing and manufacturing products in our facilities after receiving materials such as films and coatings from customers

Polishing service 4%

Primarily for semiconductor applications, we accept materials such as wafers, and use our polishing materials and equipment to provide polishing services.

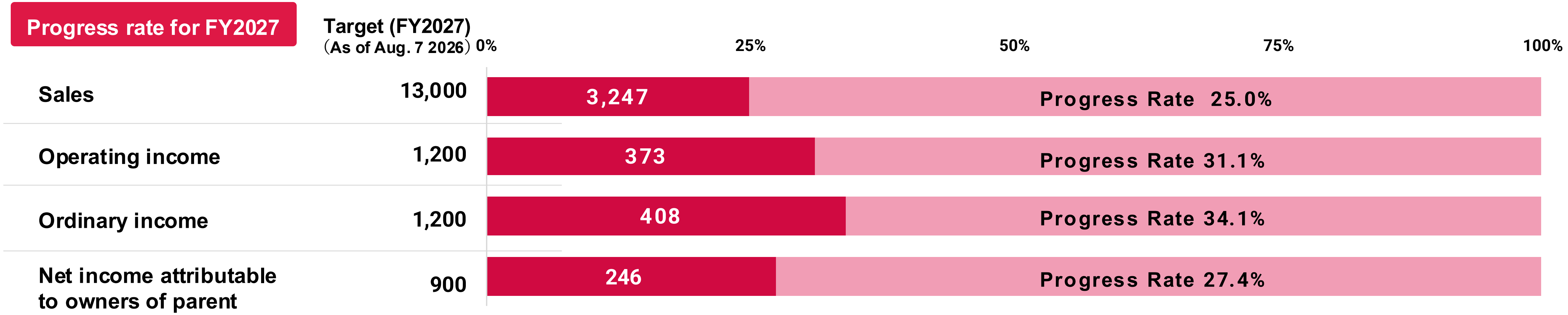
Agenda

02 P&L Summary

Driven by strong performance in the Products Business, we achieved record-high quarterly sales. Alongside this revenue growth, profits across all levels saw steady gains, resulting in increased sales and income year-on-year for the first quarter.

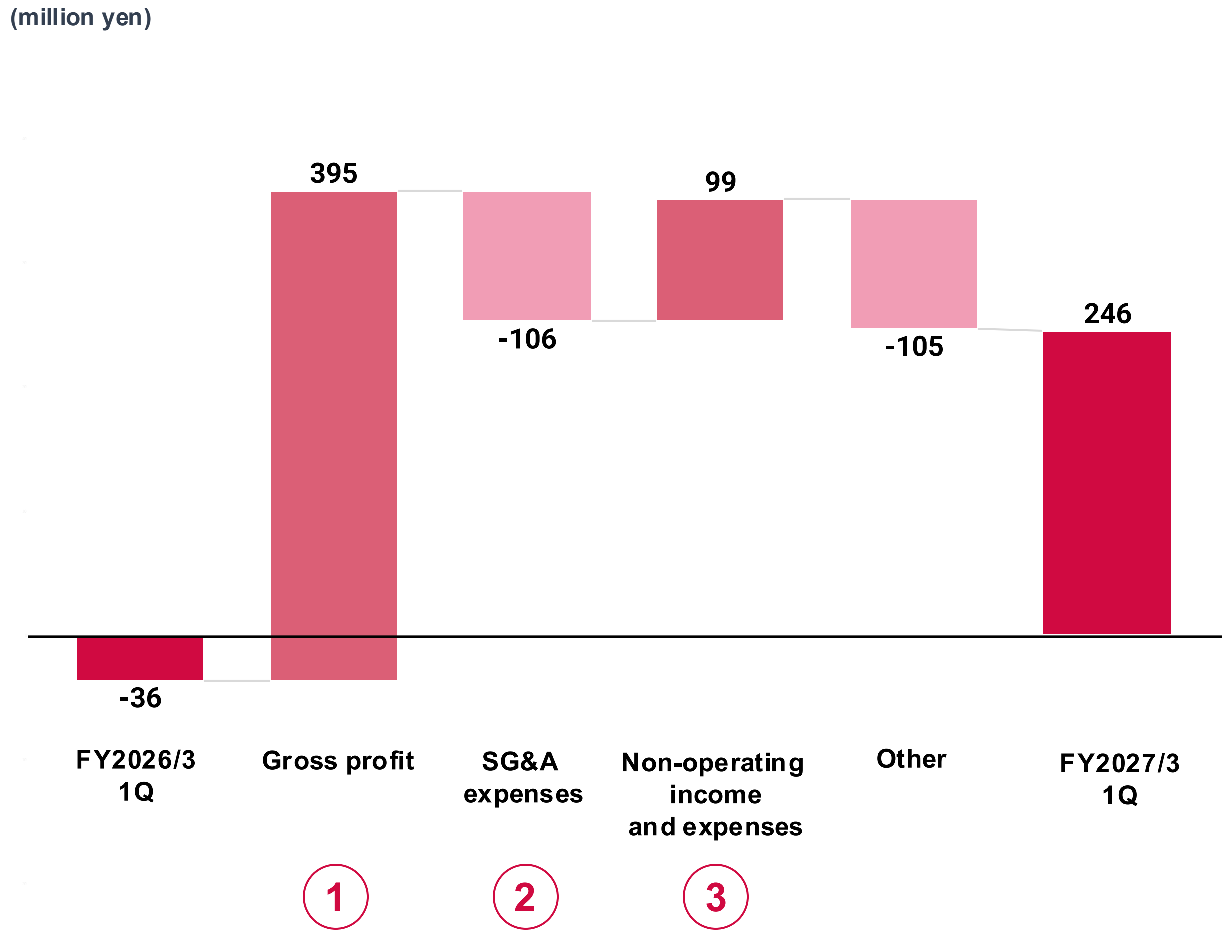
(million yen)	FY2026/3 1Q	FY2027/3 1Q	Year-on-Year
Sales	2,693	3,247	+20.5%
Gross profit	1,040	1,436	+38.0%
Selling, general and administrative expenses	956	1,062	+11.1%
Operating income	84	373	+343.4%
Foreign exchange gains or losses	- 80	34	-
Ordinary income	19	408	-
Net income attributable to owners of parent	- 36	246	-

Progress rate for FY2027



* Please note that there may be slight discrepancies in terms of performance figures due to having rounded down to the nearest million yen and due to how fractions of less than one million yen are treated

02 Factors Affecting Changes in Net Income



*Amounts less than one million yen will be rounded down after calculating the increase or decrease.

Factors affecting changes in profit

1. Gross profit increased year-on-year due to the increase in net sales.

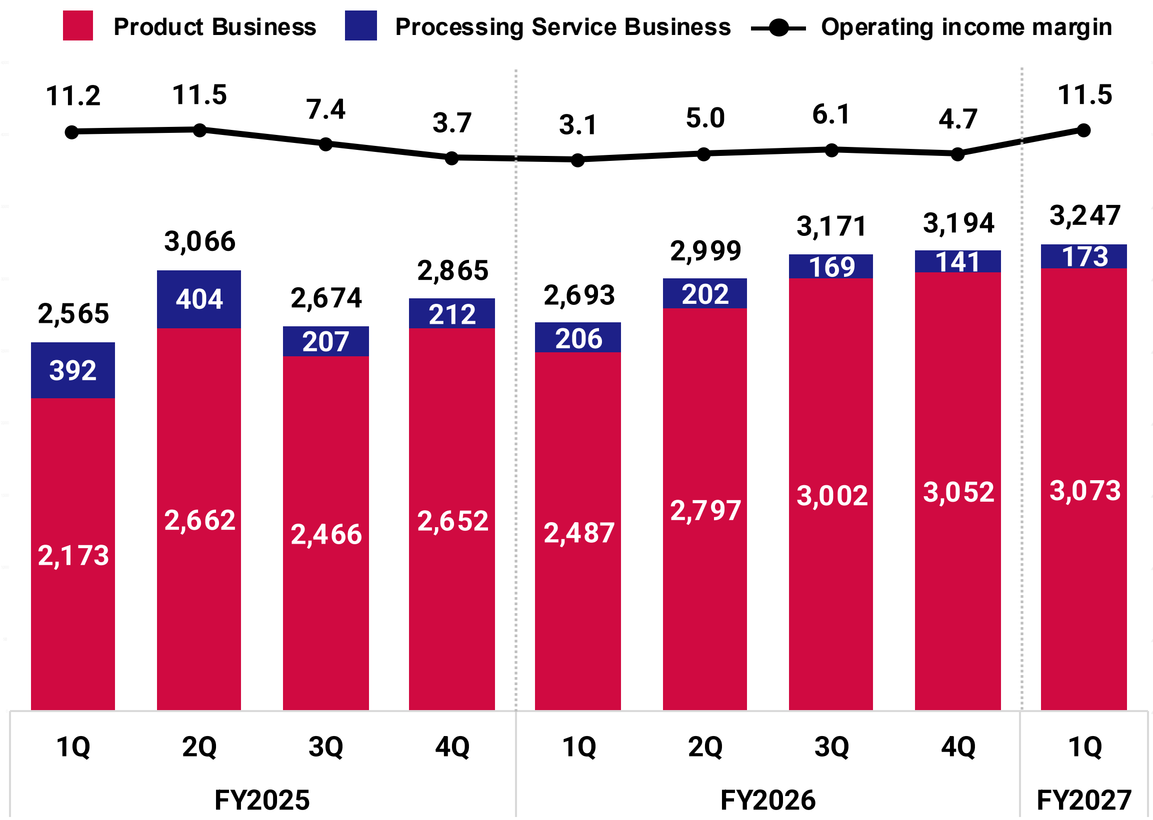
2. Although temporary transportation costs incurred in the same period of the previous fiscal year decreased, overall selling, general, and administrative (SG&A) expenses increased in tandem with higher net sales.

3. Non-operating expenses decreased as foreign exchange gains were recorded in the current period due to the weak yen.

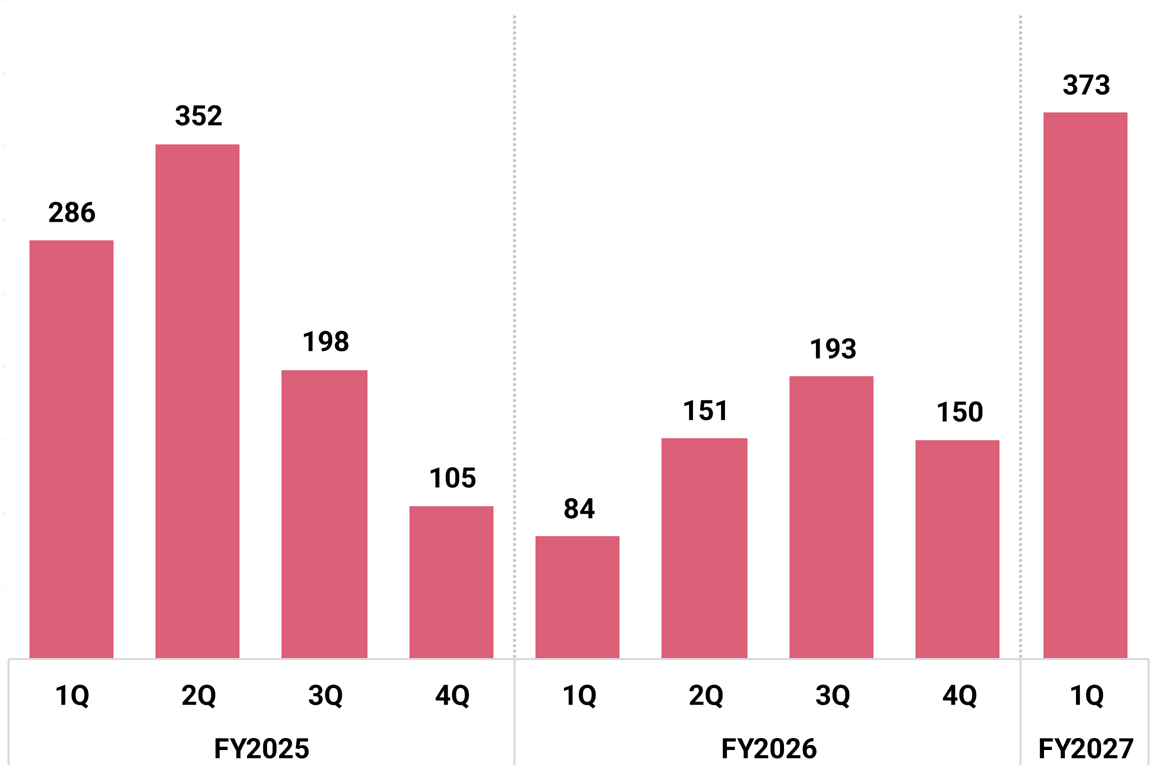
02 Quarterly Business Results (Consolidated)

Net sales remained strong, driven by robust performance in the Products Business, particularly for high-tech related products. Operating income for the first quarter also trended solidly on the back of this strong sales performance. Note that starting from this first quarter, year-end bonuses—which were previously recorded as a lump-sum expense at fiscal year-end—are now recognized on an accrual basis.

Sales & operating income margin (million yen, %)



Operating income (million yen)

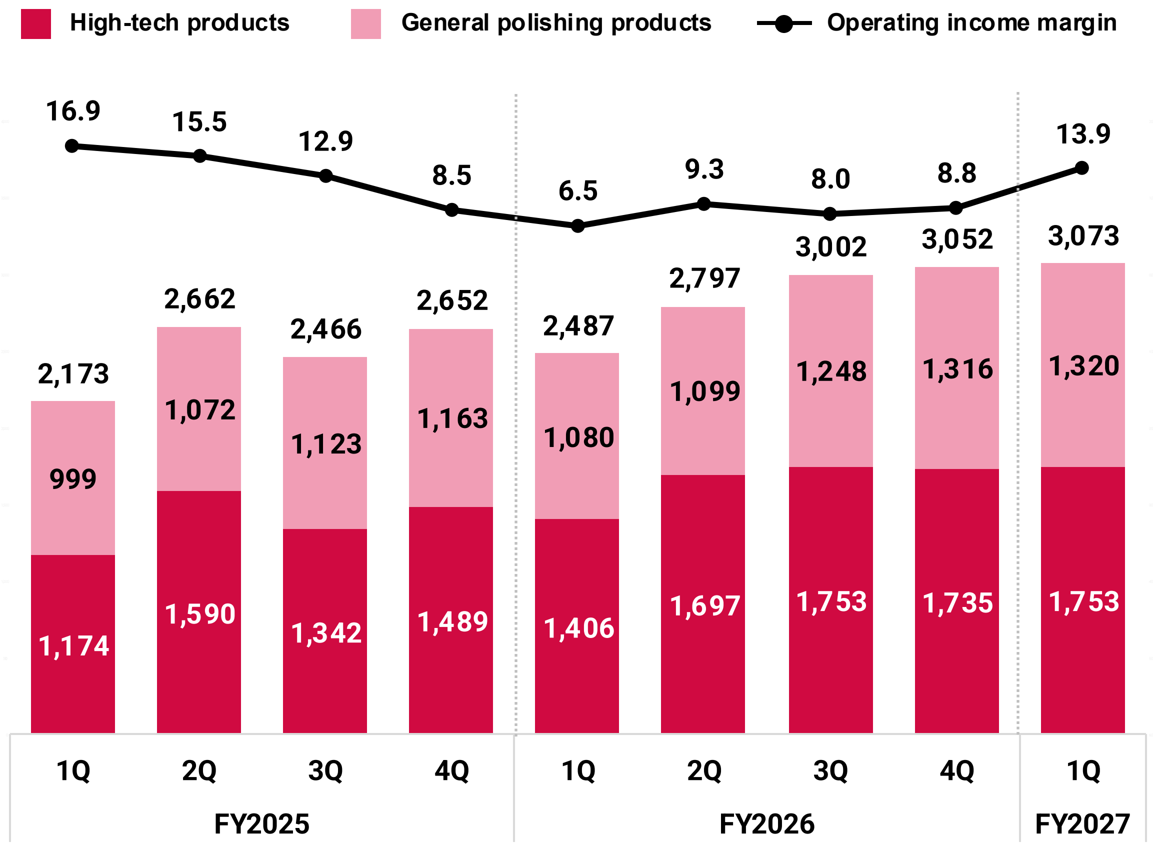


* Please note that there may be slight discrepancies in terms of the performance figures due to how fractions of less than onemillion yen are treated.

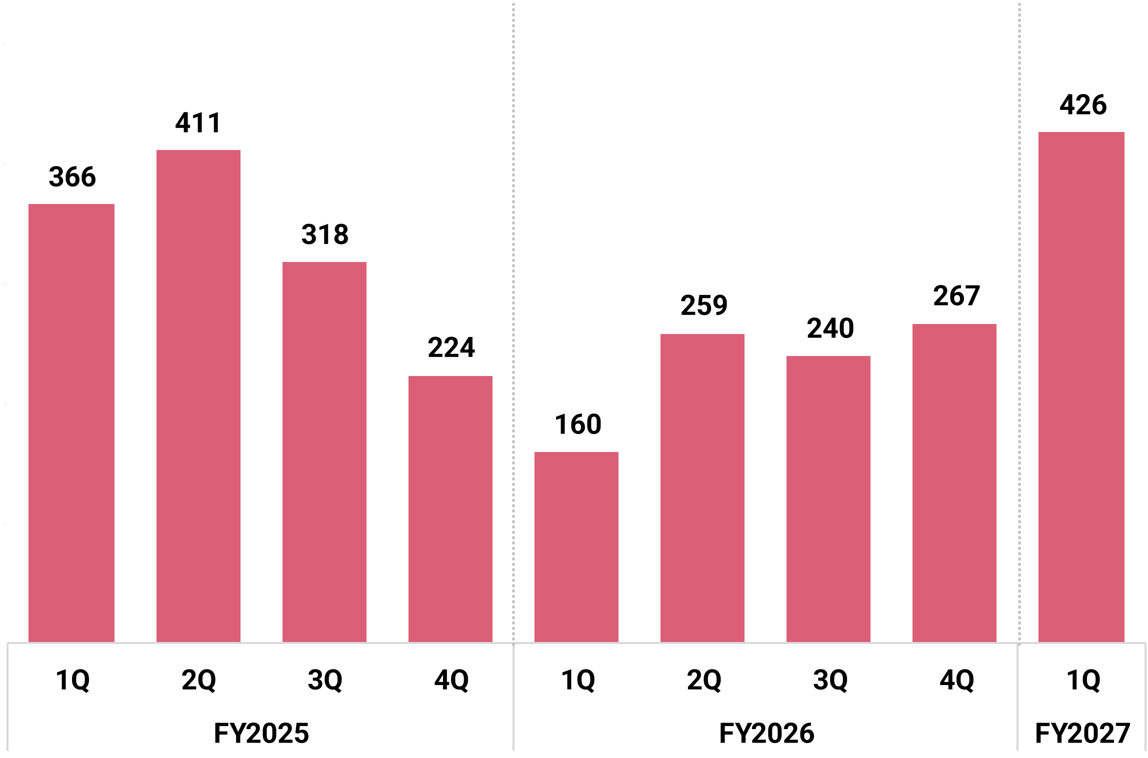
02 Quarterly Business Results (Product Business)

Sales of high-tech related products grew steadily, while sales of general abrasive products also remained stable. Despite an increased burden of shared fixed costs due to higher SG&A expenses and a decline in the Contracted Business, segment income achieved year-on-year growth in both revenue and profit thanks to the sales increase. On a quarterly basis, profit margins trended upward, driven by the growth of high-tech related products, the progress of yen depreciation, and the impact of price adjustments.

Sales & operating income margin (million yen, %)



Operating income (million yen)



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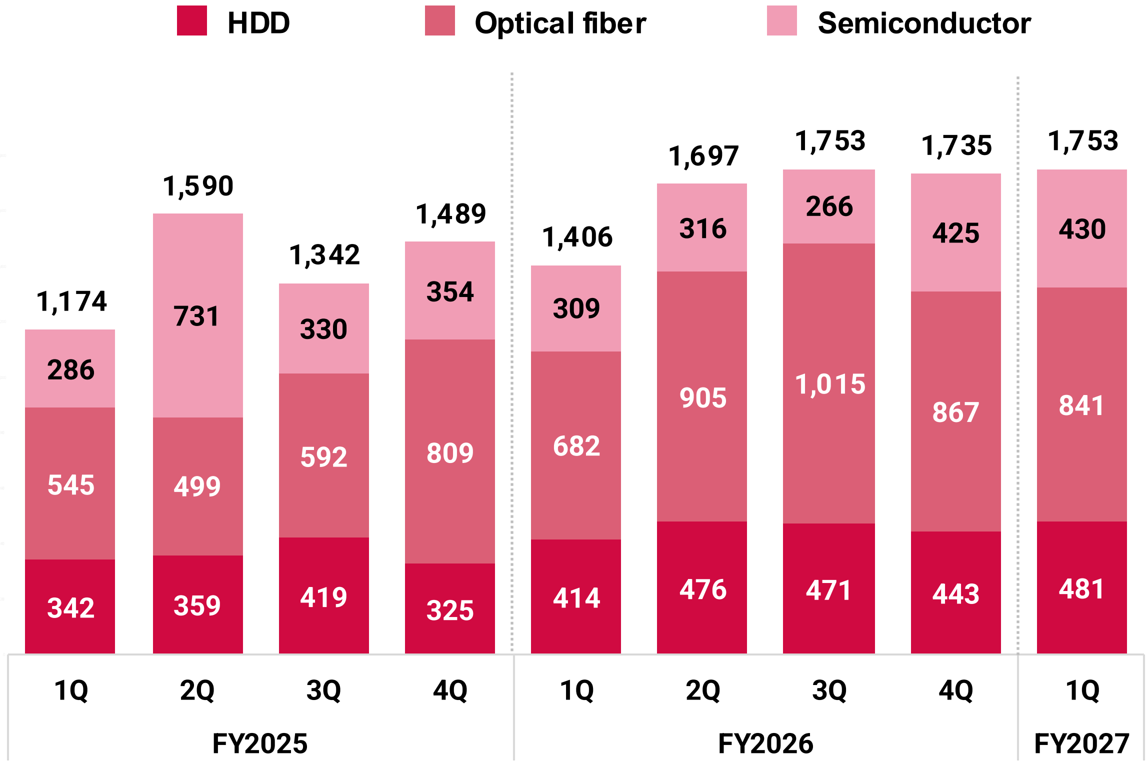
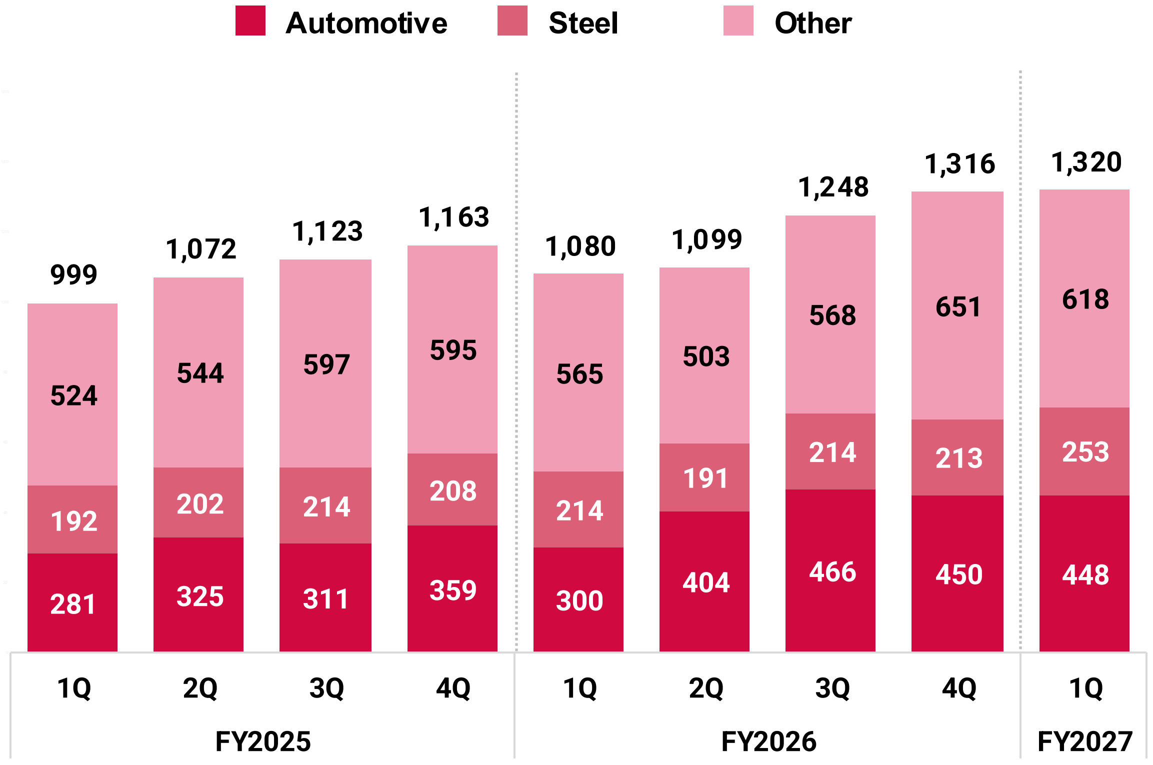
02 Quarterly Business Results (by Product Business Unit)

Sales of high-tech related products remained at high levels, supported by continued strong performance in the data network field driven by investments in AI and data centers. In optical fiber-related products, market consumption remains robust, maintaining a favorable demand environment. HDD-related products continued to perform stably, and semiconductor-related sales entered a recovery trend. General abrasive products showed steady sales growth—backed by increased shipments to major customers, progress in switching from competitor products, and price adjustments—securing stable revenue across all applications.

High-tech products (million yen)



General polishing products (million yen)

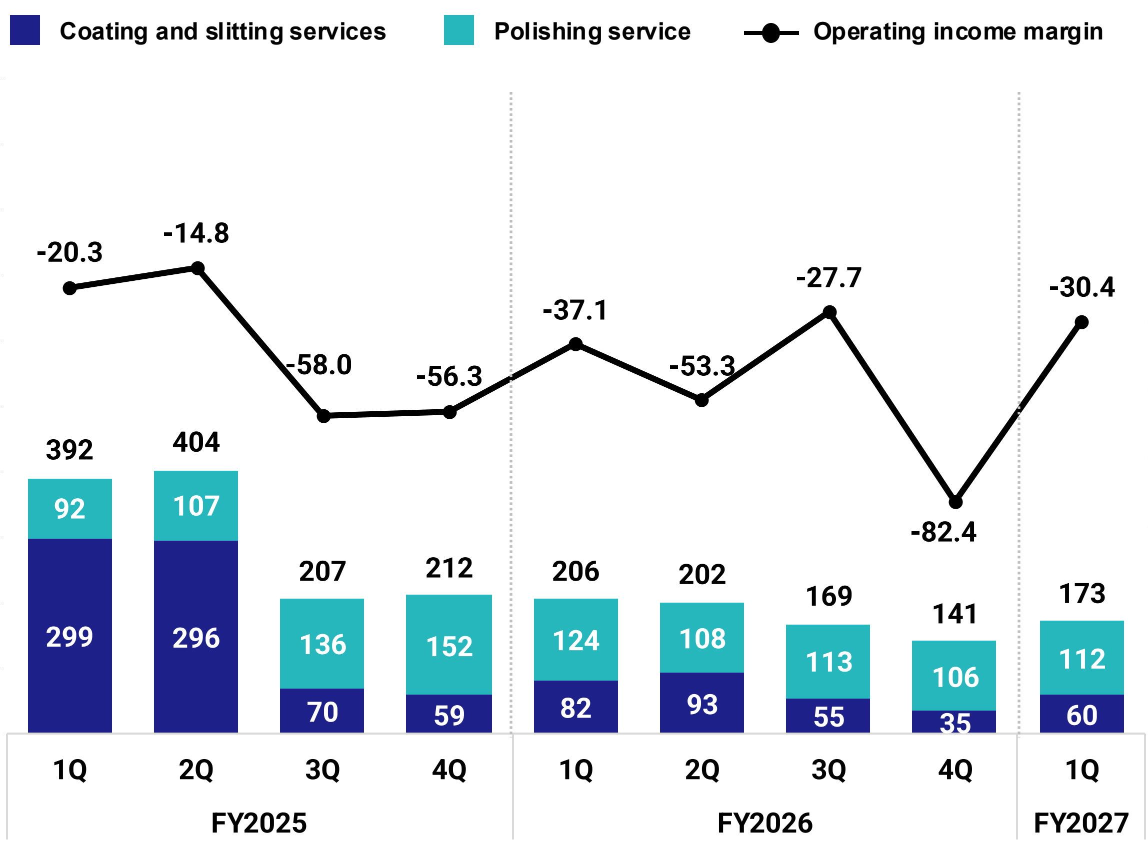


* Please note that there may be slight discrepancies in terms of the performance figures due to how fractions of less than one million yen are treated.

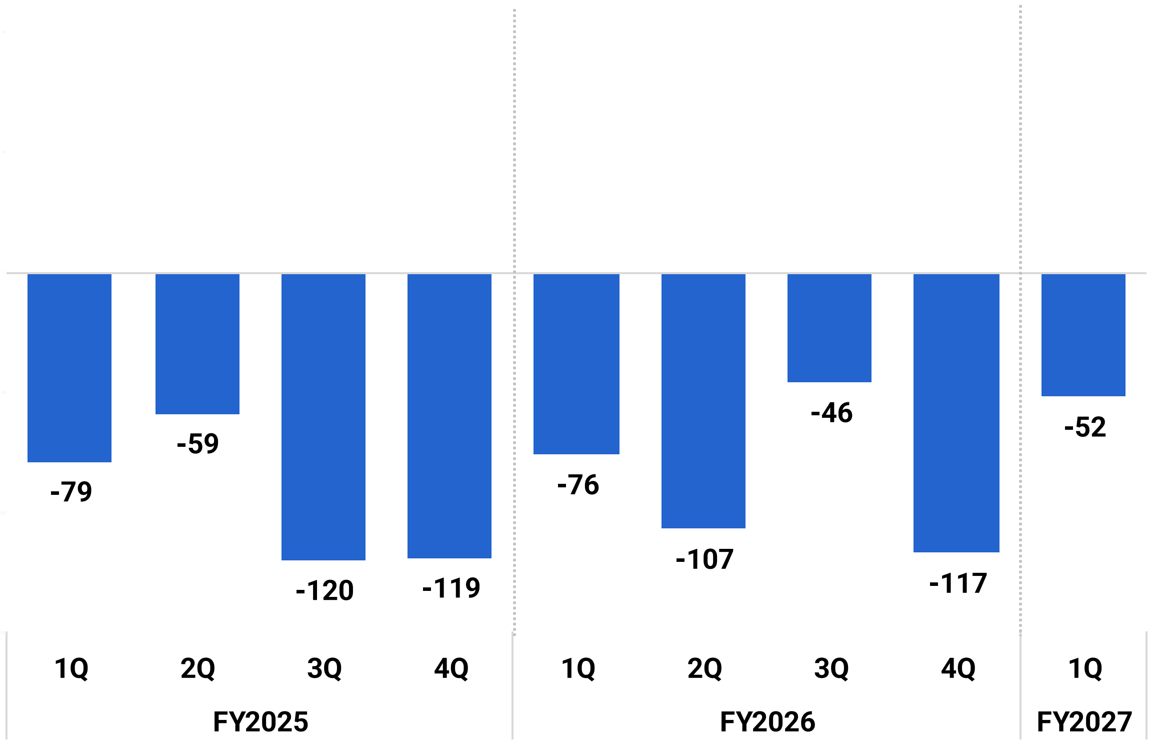
02 Quarterly Business Results (Processing Service Business)

Net sales remained sluggish. Although we secured an increasing number of new prototype projects, mass-production projects decreased due to market environment factors such as rising material costs and shifting customer trends. While we worked to control fixed costs by reallocating personnel and equipment to the Products Business—which narrowed the loss compared to the same period of the previous fiscal year—this was insufficient to offset the increased burden of shared fixed costs caused by the decline in project volume, resulting in a segment loss.

Sales & operating income margin (million yen, %)



Operating income (million yen)



※業績数値の百万円未満の端数の扱いにより、若干の差異が生じる可能性があります。

02 Balance Sheet Summary

(million yen)	End of FY2026	End of June 2026	Change	Remarks
Total current assets	10,388	10,571	+183	
Cash and deposits	3,184	2,797	- 387	
Trade receivables*	3,034	3,300	+265	Increase in trade receivables due to higher quarterly sales
Inventories	3,571	3,814	+242	Increase in inventories due to inventory buildup to meet growing demand
Other	597	659	+62	
Total non-current assets	7,680	7,660	- 19	
Property, plant and equipment	6,840	6,868	+27	
Total assets	18,069	18,232	+163	
Total current liabilities	6,803	7,072	+268	
Notes and accounts payable - trade	990	1,024	+34	
Short-term borrowings (including current portion of bonds payable)	4,701	4,618	- 82	
Other	1,111	1,428	+317	Increase in income taxes payable and accounts payable - facilities
Total non-current liabilities	2,318	2,067	- 251	
Long-term borrowings (including bonds payable)	1,874	1,631	- 242	
Total liabilities	9,122	9,139	+16	
Total net assets	8,946	9,093	+146	Increase from quarterly net income, offset by decrease from dividend payments
Total liabilities and net assets	18,069	18,232	+163	

* Trade receivables are comprised of the total amount of notes receivable-trade, accounts receivable-trade, and electronically recorded monetary claims-operating, while inventories are comprised of total amount of merchandise and finished goods, work in process, raw materials and supplies.

* Amounts less than one million yen will be rounded down after calculating the increase or decrease.

02　トピックス

Release date	Applicable quarter	Title	Details
May 25, 2026	1Q	Notice Concerning Acquisition of Shares of Sanko Chemical Co., Ltd.(Conversion into a Subsidiary)	P18 For details
-	1Q	Held earnings briefing for institutional investors and analysts	P19

02 Notice Concerning Acquisition of Shares of Sanko Chemical Co., Ltd. (Conversion into a Subsidiary) (May 25, 2026)

We have acquired shares of Sanko Chemical Co., Ltd., making it a subsidiary. Through this acquisition, we aim to build and strengthen an integrated structure spanning from raw material procurement to manufacturing, thereby increasing production capacity to meet expanding market demand. The share transfer procedures have been completed, and the company began operations under a new structure as a group subsidiary in August 2026.

MiPOX × 三光化学工業株式会社

Sanko Chemical possesses outstanding technological capabilities in manufacturing "flocked films" using advanced electrostatic flocking technology. We determined that it is ideal as a strategic hub to ensure the stable supply of critical materials used in our polishing and manufacturing processes for optical fiber market products.

【Company Overview】

Company Name	Sanko Chemical Co., Ltd.
Location	(Head Office) 1018 Kurono, Ono-cho, Ibi-gun, Gifu 501-0521, Japan
Business Description	Manufacturing and sale of functional materials and sheets (precision polishing, optical components, etc.) utilizing electrostatic flocking technology and special coating technology, as well as manufacturing and sale of interior materials (wallpaper, etc.)
Capital	35 million yen
Date of Establishment	June 1952

02 Held earnings briefing for institutional investors and analysts (June 4, 2026)

We held an earnings briefing in a hybrid format, combining an in-person event with web streaming, to deepen participants' understanding of our business activities and growth strategies while engaging in active dialogue.

Event	Full-Year Financial Results Briefing for FY2026/3
Date	June 4, 2026
Location	Marunouchi Office
Format	Hybrid (In-person + Online)
Speakers	Jun Watanabe, Representative Director (Left) Kenji Nakagawa, Executive Director (Right)
Attendees	Institutional investors and analysts

*Scene from the briefing

Agenda

03 FY2027 Forecast

(million yen)	Release Date	Sales	Operating income	Ordinary income	Net income attributable to owners of parent
Initial Forecast (A)	May 14, 2026	13,000	900	900	700
Revised Forecast (B)	August 7, 2026	13,000	1,200	1,200	900
FY2026/3 Results		12,059	579	613	505
Change (B-A)		0	+300	+300	+200
Change (%)		-	+33.3%	+33.3%	+28.6%

*Calculated after change; amounts rounded down to the nearest million yen.

【コメント】

During the first quarter of the fiscal year ending March 31, 2027, sales of high-tech related products in our Products Business increased, driven by continued robust global investments in AI and data centers, as well as the recovery of the semiconductor-related market. While full-year net sales are expected to remain on par with the previously announced forecast, operating income, ordinary income, and net income attributable to owners of parent tracked ahead of initial plans. This performance was supported by the relatively high profitability of these high-tech products, along with favorable foreign exchange rate impacts. For these reasons, we have revised upward our full-year consolidated earnings forecasts for the fiscal year ending March 31, 2027, as outlined above.

03 Sales Forecast by Segment: Product Business

Cost uncertainty persists due to high energy prices and logistics costs driven by prolonged geopolitical risks, as well as trade policies between the U.S. and China and sharp currency fluctuations. We will strive to maintain and improve profitability through agile risk management in response to external changes and appropriate price adjustments.

High-tech products

- Demand for optical networks is expected to remain robust against the backdrop of expanding generative AI investments. In addition to growing demand centered in North America, we will accelerate the acquisition of new customers in growth markets to drive further expansion.
- Data center demand is expanding due to substantial surge in data volume from generative AI adoption, leading media manufacturers to full-scale production capacity investments. Furthermore, adoption of next-generation technologies such as HAMR is increasing precision requirements. Supported by these tailwinds, demand for our polishing films is projected to expand over the medium to long term. We will aim to expand our earnings base by providing solutions that meet cutting-edge needs.
- As generative AI demand continues to drive growth, we anticipate steady performance in GPU-related products and will strongly push for adoption in HBM applications, which offer significant future potential. In the equipment business, we expect steady progress in mid-term acceptance inspections, and together with growth in probe card cleaning products, we aim to expand our business by capturing demand.

General polishing products

- Pressure on manufacturing costs is expected to continue due to elevated energy prices driven by heightened tensions in the Middle East, along with rising raw material and logistics costs. Viewing this uncertain external environment as an opportunity for structural transformation, we will accelerate our shift toward a healthy global portfolio less reliant on specific regions or clients by strengthening collaboration with key accounts and developing new markets.
- In Japan, performance is driven by steady demand in key applications and results from community-based sales efforts through smoothly growing new bases. To further improve profitability, we will fully transition product price revisions from order-based to uniform shipment-based adjustments, ensuring the realization of revenue-increasing impacts.
- To enhance sales process efficiency, we will streamline back-office tasks by expanding e-commerce platform utilization and introducing new tools, thereby restoring in-person sales visits that had temporarily decreased. By optimally integrating digital initiatives with face-to-face sales, we will build a highly reproducible sales model and work toward business recovery.

03 Sales Forecast by Segment: Contract Service Business

Coating and slitting services

- Following organizational restructuring in July, we are consolidating business operations and optimizing resources to fundamentally rebuild our earnings structure. By downsizing our operations and improving cost efficiency, we will establish a sustainable business foundation capable of flexibly responding to environmental changes.
- Progress is being made in developing new applications, particularly in building materials, leading to an increasing number of inquiries for promising prototype projects with a view to mass production. Moving forward, after thoroughly evaluating project potential and profitability, we will prioritize resource allocation to selected high-potential projects to enhance prototype quality and speed.
- While maintaining a structure that reliably meets customer development needs, our highest priority is to accelerate the transition of acquired prototype projects to commercial production. By achieving a smooth transition from prototyping to mass production, we aim to ensure high productivity and stable earnings.

Polishing service

- Through the full-scale deployment of newly operational CMP projects, we will capture domestic and overseas demand, centered on 3D stacked IC memory and power devices, driving full-fledged monetization from this fiscal year and expanding contract services. For the time being, we will solidify our customer base through ongoing prototype support, ensuring a smooth transition to future mass production contracts to achieve medium-term profit contributions.
- In the next-generation power device market, we continue to secure orders for high-difficulty processing needs arising from larger wafer diameters, such as multi-size compatibility for GaN substrates and 12-inch SiC substrates. By actively utilizing our proprietary slurry in processing, we will realize superior surface finish quality, establish a stable service supply system, and expand our market share in cutting-edge fields.
- In addition to conventional polishing, we will strongly push total contract service proposals combining bonding technologies such as hybrid bonding. By deepening our proprietary foundry service covering the entire manufacturing process, we will contribute to accelerating customer development speed while clearly differentiating ourselves from competitors through the acquisition of high-value-added projects.

03 Shareholder Returns

Our policy is to retain necessary internal reserves for future business development and the strengthening of our corporate structure, while striving to provide appropriate returns to our shareholders through stable dividends and in consideration of our business performance.

Dividend

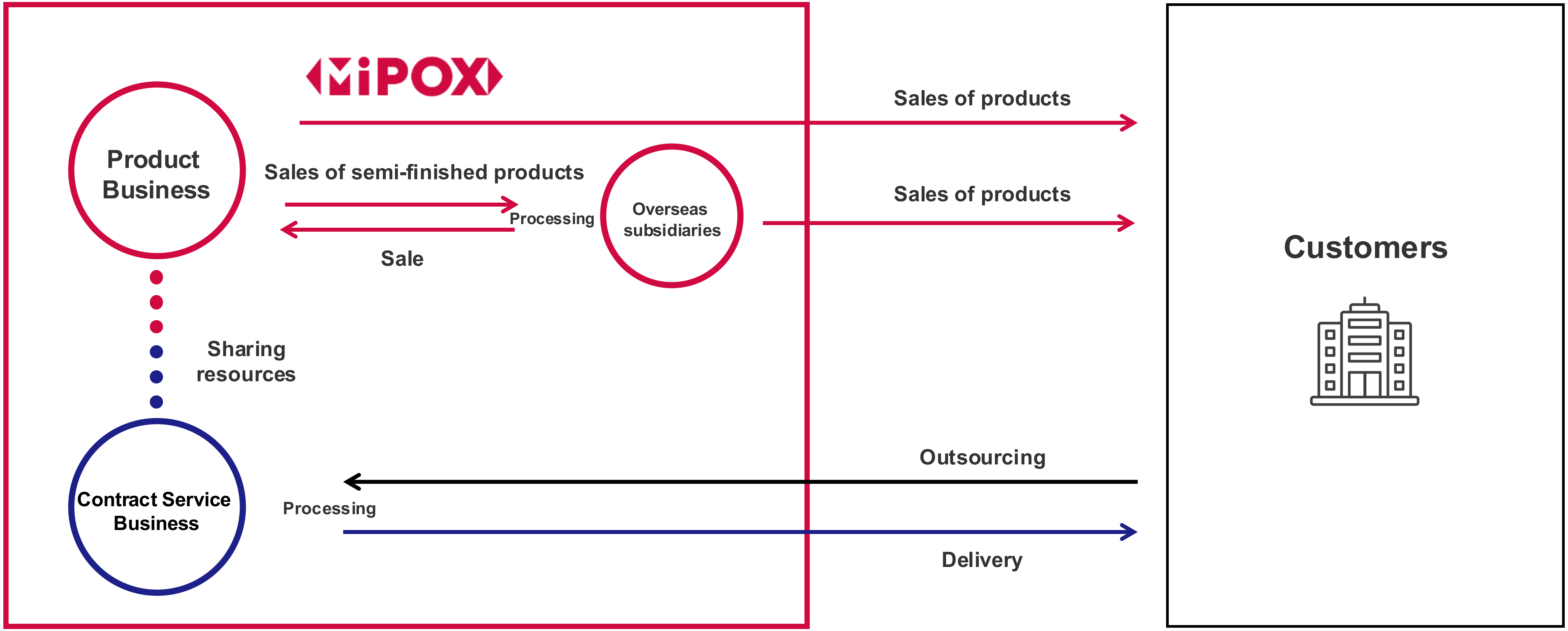
Regarding dividends for the fiscal year ending March 31, 2027, a final determination will be made upon the confirmation of full-year financial results; however, we currently plan to pay a year-end dividend of 10 yen per share.

	Annual dividend
FY2025	10 yen
FY2026	10 yen
FY2027	10 yen (Forecast)

Agenda

04 Business Structure Chart

By processing in overseas factories, we are able to manufacture a wider variety of products more efficiently than if we solely relied on our facilities in Japan. We also sell these products overseas.
Furthermore, we provide processing services for our customers, ensuring that we deliver customized services and products that cater to their specific needs, in addition to our proprietary offerings.



Product Business

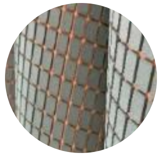
We develop, manufacture, and market abrasive materials.
From ultra-precision polishing to general polishing, equipment, and reflective materials, we provide our products for a wide range of applications around the world.


Polishing film


Polishing slurry


Polishing products


Abrasive cloth and paper


Grinding wheel products


Polishing machine


Inspection equipment


Retroreflective materials (Ref Lite)


Files


IH powder coating

Contract Service Business

[Polishing service]
We work with materials such as semiconductor wafers provided by our customers. Using our equipment (polishing, cleaning, inspection equipment), along with our unique polishing materials, we offer tailored polishing services to meet the specific needs of our customers.

[Coating and slitting services]
We work with our customers' base (films, etc.) and coating materials and use our equipment (mixing, coating, slitting) to create and cut films.


Coating


Polishing

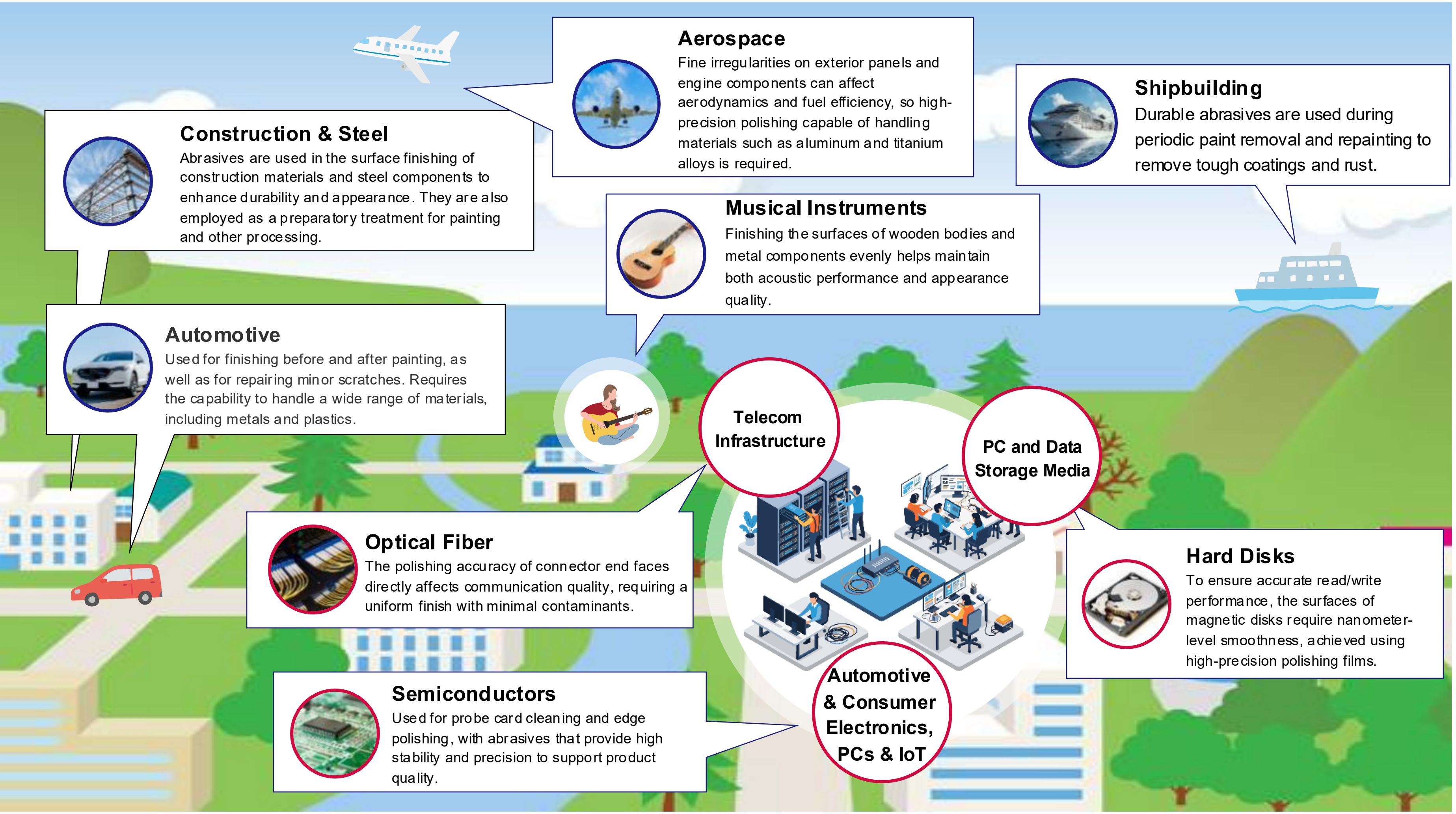

Slitting


Room-temperature bonding


Inspection

Polishing the World, Every Industry

The precision and quality demanded across industries and everyday life around the world—Mipox quietly supports them through the power of polishing. In semiconductors, optical fibers, automobiles, musical instruments, and countless other fields, our technology helps refine the global standard.



Examples of Our Polishing Products

MIPOX

High-tech products

Used in high-tech fields such as hard disks, optical fibers, and semiconductors, where ultra-precise polishing is required.

General polishing products

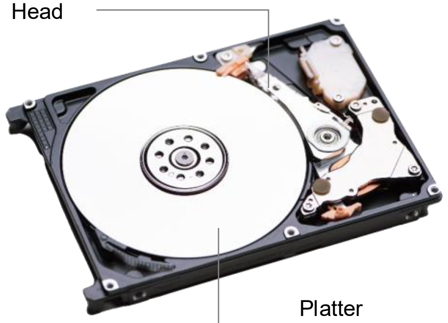
Used for aircraft, ship, and automobile bodies, as well as wooden components for musical instruments and construction applications.

Polishing and Observation Systems

(Left) Edge Polishing System
(Right) Crystal Dislocation Visualization System "XS-1 Sirius"

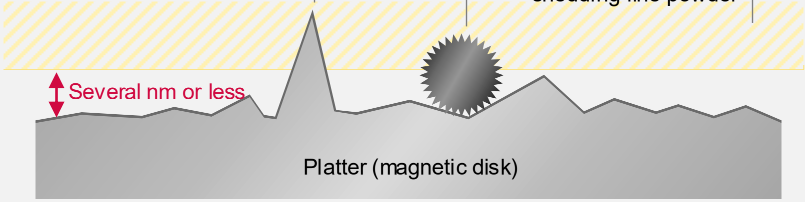
04 Use of Our Products for HDD Applications

Our products are used for surface polishing of magnetic disks called platters, which are found inside hard disk drives (HDD). Protrusions and foreign particles of about 1/1000 μ are removed to prevent contact with the head. We manufacture and supply customized products according to the specifications of each hard disk manufacturer.



Polishing of hard disk drives (HDD)

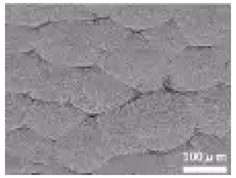
Our polishing film is designed to prevent abrasive and foreign particles from the polishing film to discs and to ensure nothing of that nature remains on drive discs using our unique binding and slitting technologies. These advanced technologies boast an extremely high degree of difficulty and constitute a competitive edge of ours which is difficult for other companies to imitate.



Strengths of Mipox

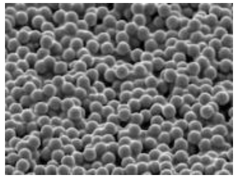
Strength
01 Customizable

By utilizing our coating technology, we can propose polishing films that are customized for each company in terms such as the shape and size of the surface of the polishing layer and the depth and roughness of the grooves.



Strength
02 Spherical and non-scratching

Spherical abrasive materials are uniformly applied to the film by utilizing our coating technology. With no surface protrusion, it is possible to remove foreign objects without damaging the disk.

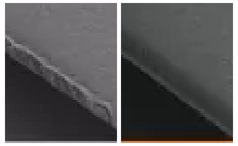


Strength
03 High precision through to the end surface

By utilizing our slitting technology, we realize high-precision end surfaces for polishing films. This contributes to quality improvements by reducing scratches during polishing.

Another company's product

Our product

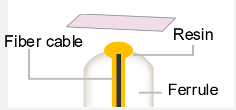


04 Use of Our Products for Optical Fibers Applications

Polishing a glass fiber cable and the ferrule holding it (made of zirconium oxide) allows for contact surfaces to be made smooth and for the loss of optical signals to be minimized. This improves communication quality. Our products are used within the entire process, from the removal of resin adhering to the tip to the mirroring of the surface.

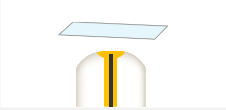
Single-core type — Example of an optical fiber polishing process

Composed of a single optical fiber cable. Long distance communication is possible at a low cost.
Used for Internet communication (telecom) for general consumers.

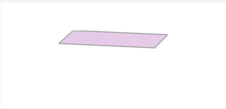


STEP1 **Resin removal**
Product used: Polishing film

STEP2 **Rough polishing**
Product used: Diamond film



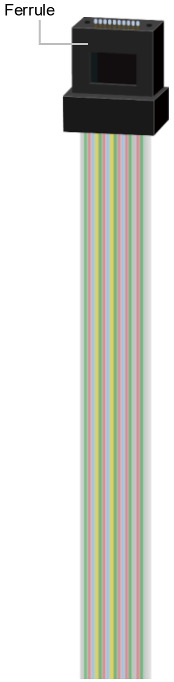
STEP3 **Intermediate polishing**
Product used: Diamond film

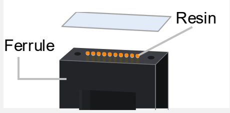


STEP4 **Finish polishing**
Product used: Ultimas-PRO

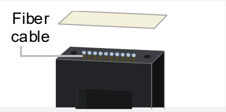
Multi-core type — Example of an optical fiber polishing process

Composed of 12 to 24 optical fiber cables. Expensive and provides high levels of added value.
Limited to short distance communication + Enables large capacity communication and is used in data centers, etc.

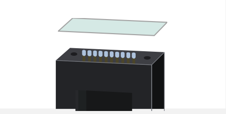




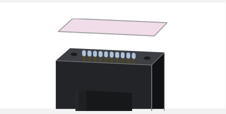
STEP1 **Resin removal**
Product used: Polishing film



STEP2 **Flat polishing**
Product used: Polishing film



STEP3 **Ejection polishing**
Product used: Flocking polishing film



STEP4 **Finish polishing**
Product used: Flocking polishing film

Strengths of Mipox

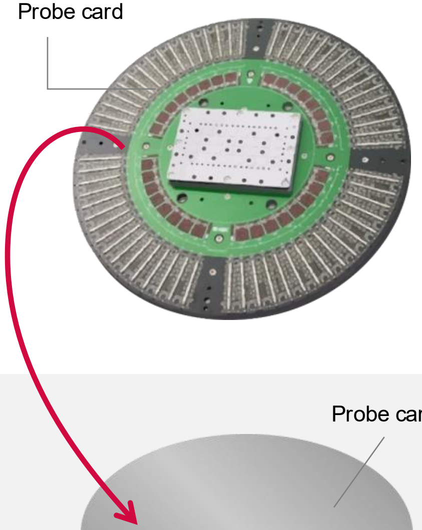
Strength
01 Reduction of environmental loads
Using flocked film instead of slurry that discharges waste liquid solves the problem of waste liquid and reduces environmental loads. Our products will stand out in countries with strict environmental standards.

Strength
02 The product capabilities of an abrasive materials manufacturer
As an abrasive materials manufacturer, we are able to provide optimal products by combining various base materials, abrasive particles and binders.

Strength
03 Ability to meet polishing needs
Utilizing many years of know-how cultivated in the precision industry, we propose optimization for polishing conditions and respond flexibly to various requirements.

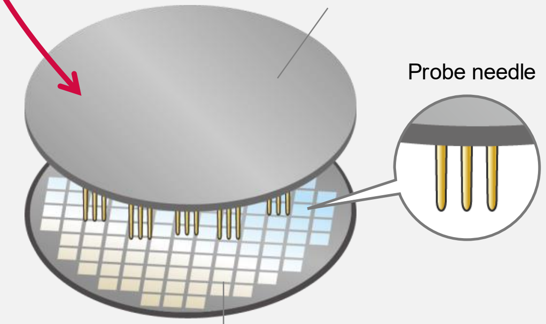
04 Use of Our Products for Semiconductor Applications

We offer cleaning sheets for probe cards, which are inspection instruments used mainly in the wafer inspection process, which is a front-end process found within the semiconductor manufacturing process.
We have a track record of supplying many semiconductor manufacturers, and respond to all types of needle tip cleaning with our wide range of products.



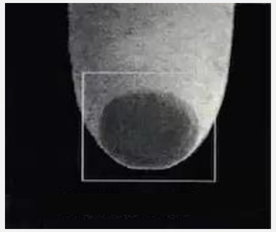
Polishing of the needle tips of probe cards used for wafer inspection

Probe cards are inspection instruments used in the semiconductor wafer inspection process. Electricity is passed through the probe needle to the wafer to test whether the wafer operates normally. Our cleaning sheets are used to clean the probe needle and maintain the shape of the tip.



Before the needle tip is cleaned

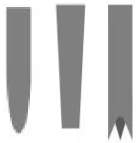
After the needle tip is cleaned



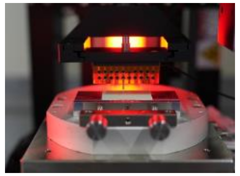
Strengths of Mipox

Strength
01 Remove stains without wearing the needle
Our cleaning sheets can remove stains without wearing the needle. This helps extend the life of expensive probe cards.

Strength
02 Extensive product lineup
Probe needles have various shapes, such as round, flat and crown-shaped. We can provide cleaning products to suit each shape.



Strength
03 Support for a variety of test environments
We have products for various test environments, from those involving low temperatures to those involving high temperatures.



04 Our Technology and Business Segments in the Semiconductor Supply Chain

Evaluation technology | Processing technology | Product Business | Contract Service Business

Bulk Wafer Completed | Semiconductor Wafer Completed | Semiconductor Chip Completed

Single-crystal growing process

NEDO Leading Research Program: Technology for observing and analyzing defects and internal strain in large SiC crystals (ingots) (completed)

Evaluation technology

Bulk wafer manufacturing process

Bulk wafer processing

Semiconductor manufacturing process

Semiconductor Front-End Process

Device formation, wiring formation, wafer characteristic inspection

Cleaning sheet products for probe cards

Product Business

Evaluation technology

Joint research at Nagoya University and NEDO Young Researchers Discovery Support Project Development of a killer defect automatic inspection system that improves semiconductor manufacturing productivity

Semiconductor Back-End Process

Assembly and inspection

Implementation

Dedicated PC board polishing materials

Power and space saving = higher density (laminating technology)
e.g., Generative AI, with next-generation semiconductor alignment equipment (alignment & bonding)

Product Business | Contract Service Business

Contract Service Business

Our processes

We manage the whole intricate process seamlessly, providing a comprehensive one-stop solution.

Bulk wafer processing: Process

Processing technology

NEDO Green Innovation (GI) Fund
Development of a large-diameter SiC wafer processing line, reduction in the number of wafer processes

Ingot Edge Grinding ▶ Slicing ▶ Beveling (outer edge chamfering) ▶ Lapping (rough polishing) ▶ Polishing (12-inch Wafer CMP Processing) ▶ Cleaning ▶ NEDO Green Innovation (GI) Fund Establishment of evaluation technology for SiC crystals using the solution method Development of a large-diameter wafer observation equipment ▶ Bonding ▶ Edge polishing ▶ Flat surface polishing

Bevel polishing equipment for wafers

Slurry

Product Business

Evaluation technology*

Next-generation semiconductors (power semiconductors)

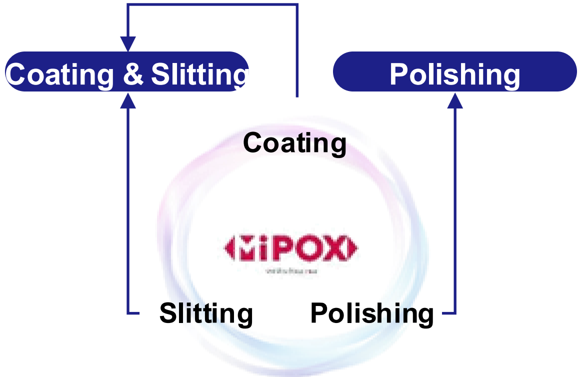
Realization of high-output power modules

Thermal design (heat sink) bonding polishing service

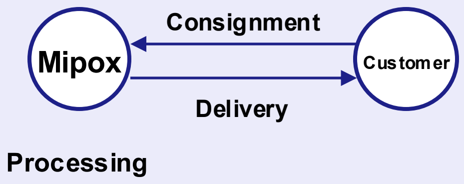
* The projects funded by the NEDO Green Innovation Fund become profitable only after they are implemented in society, with monetization following their successful integration into society.

04 Business Description (Contract Service Business)

In our Contract Service Business, we provide coating and slitting services centered on 'Coating' and 'Slitting' technologies, as well as polishing services centered on 'Polishing' technology.



Service Flow



Coating and Slitting Manufacturing Processes (Coating & Slitting)

Each process can be handled individually or as an integrated end-to-end service.

Formulation

Compounding, mixing, and dispersion of coating materials

Coating

High-precision thickness control and coating in a cleanroom environment

Slitting

Slitting of the coated film

Inspection

Inspecting coated surfaces and slit edges using various equipment

Functional Film Manufacturing Track Record (Coating & Slitting)	Optical adhesive film / Light control film / Display film / Semiconductor film / Conductive film / Decorative sheet / Decorative and transfer film / Display devices, others

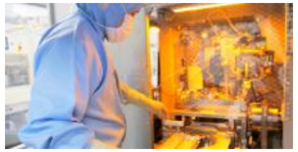
Polishing Process (Polishing)

Planar Polishing (CMP)

Edge (Notch) Polishing

Precision Cleaning

Room-Temperature Bonding

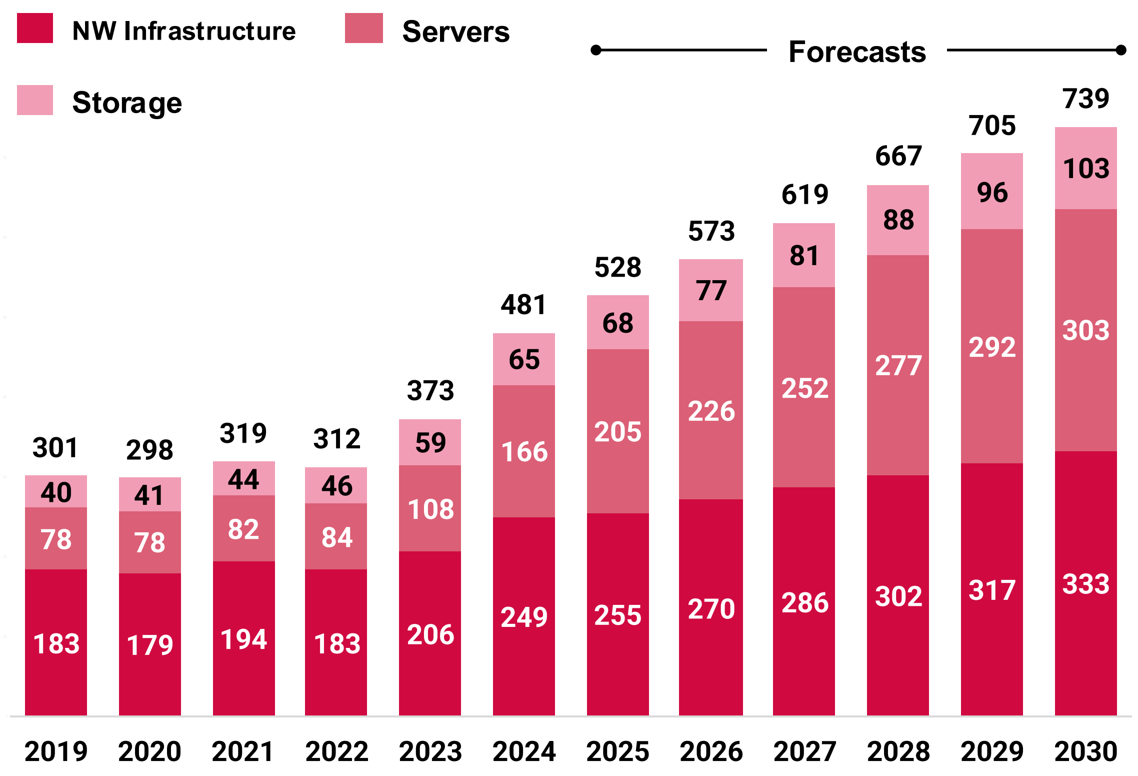


Polishing Track Record on Various Materials (Polishing)	Semiconductor wafer materials (Silicon / Compound semiconductors [e.g., GaN, SiC]) / Fine ceramics / Oxide materials / Diamond / Metals / Glass, etc. / 3D printed objects, others

04 Data Center Market Size

Data center-related products account for approximately 60% of our net sales, and we aim to achieve sustainable growth by capitalizing on the tailwind of this rapidly expanding market.

Global Data Center Market Size (Sales) Trends and Forecasts (Unit: USD Billion)



Sectors of Mipox Involvement in Data Centers

Core Server Components

Within servers, HDDs and semiconductors function as the core foundation for data processing and storage.

Semiconductors

HDDs

Cornerstone of Connectivity

Optical fibers connecting servers and networking equipment are indispensable for achieving high-speed, highly reliable data transmission.

Optical Fiber

Network Infrastructure Driving the Market

Network (NW) infrastructure boasts the largest share of the data center market, with rising demand for high-speed communications driving overall market growth.

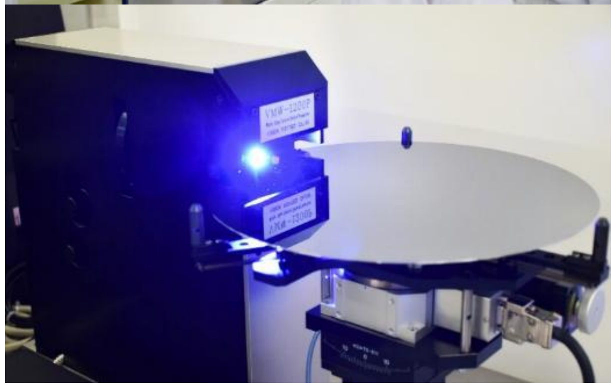
*Source: Ministry of Internal Affairs and Communications (MIC), "2025 White Paper on Information and Communications in Japan"

Agenda

1 Synergies between businesses

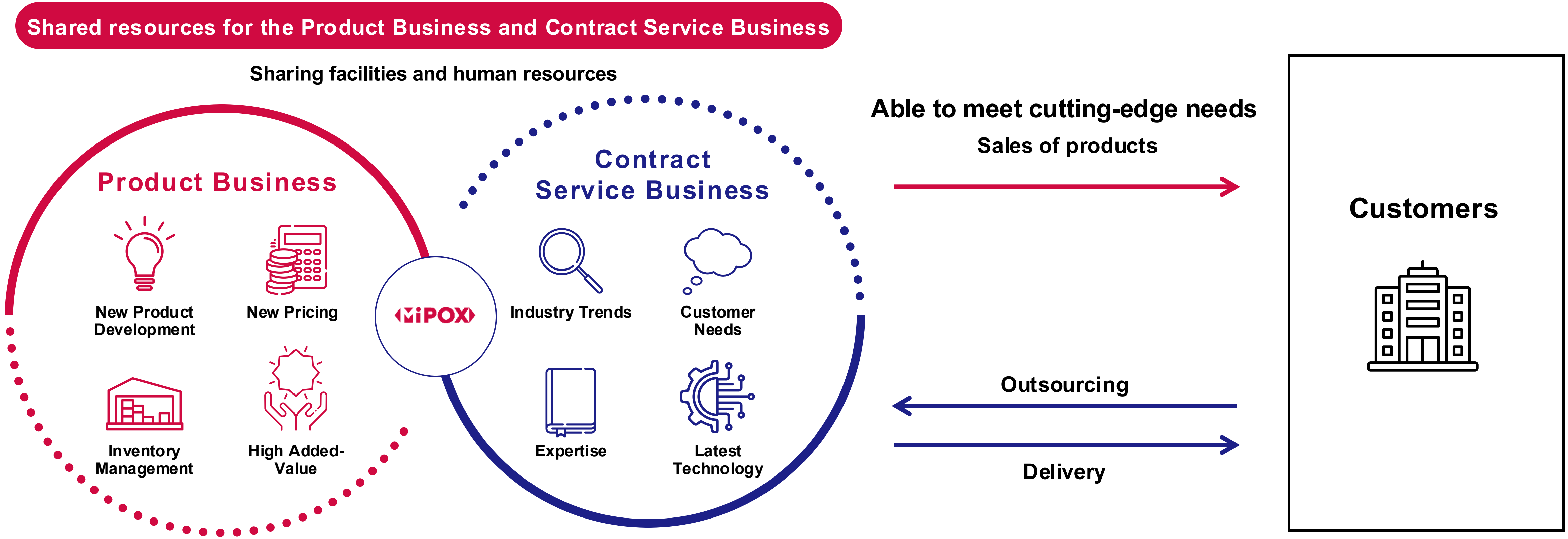
2 Delivering high-quality products tailored to customer needs

3 Smart Factory



05 Competitive Advantage #1 Synergies between businesses

The Product Business and Contract Service Business operate in tandem, sharing facilities and human resources. This collaboration enables us to pool our technology and expertise.
The resulting accumulation of knowledge and expertise aids in the creation of high-value-added products and services, allowing us to meet the diverse needs of our customers.



Creating a model for virtuous growth cycles

05

Competitive Advantage #2
Delivering high-quality products tailored to customer needs

Given our capability to manufacture products and offer processing services, we can create products that precisely meet our customers’ challenging requirements while delivering services with meticulous attention to detail.
Our one-stop service simplifies the process by eliminating the need for complicated communications with various partners involved in each manufacturing process. This means all of our customers’ requests can be managed through a single point of contact.

Process in general

The manufacturer varies with each production process, which makes communication complicated.

Customers

Request
Quote/Delivery Response and Delivery
Request
Quote/Delivery Response and Delivery
Request
Quote/Delivery Response and Delivery

Company A: Slitting — Process/ Design — Laser marking surface protection ... etc.

Company B: Grinding Lapping — Polishing/ Mirror finish — Edge forming Edge polishing ... etc.

Company C: Inspection — Cleaning — Edge forming Edge polishing ... etc.

MiPOX

One-Stop Solution

We suggest the optimal manufacturing process.
Customers receive finished semiconductor wafers with a single order.

Customers

ご要望

御見積/納期回答·納品

Mipox

All manufacturing processes are managed in-house.

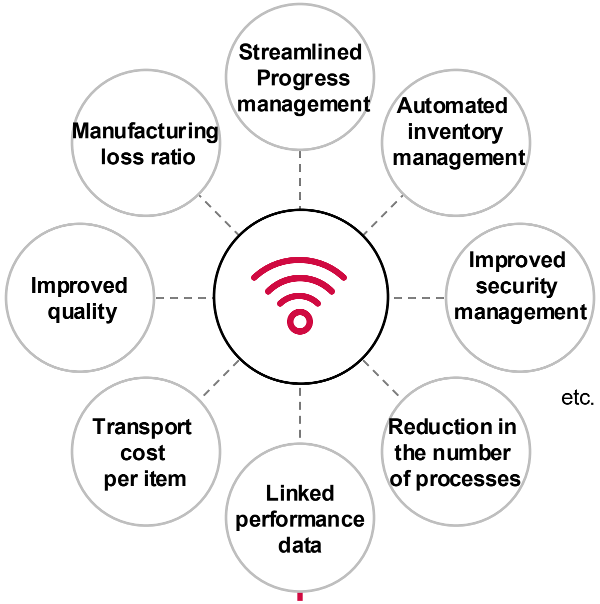
Slitting
Process/ Design
Polishing/ Mirror finish
Laser marking surface protection
Inspection
Grinding Lapping
Cleaning
Edge forming Edge polishing

MiPOX

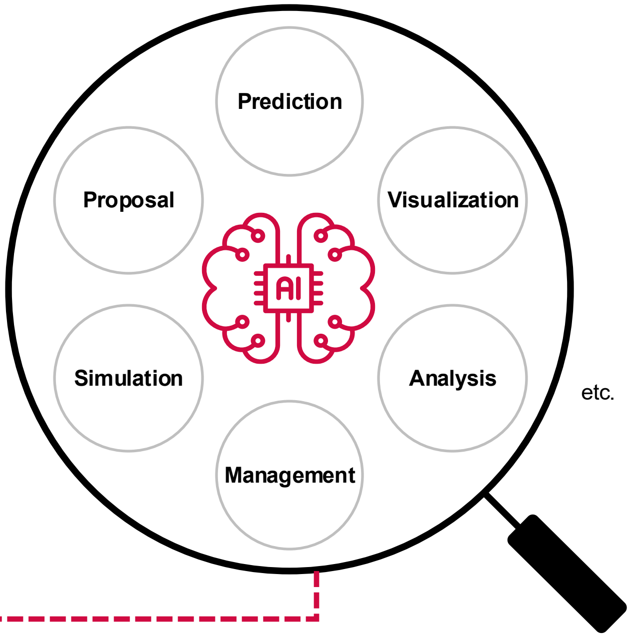
05 Competitive Advantage #3 Smart Factory

By leveraging and connecting the IoT and AI, we collect valuable data to improve areas that are difficult to visualize.
We aim to further improve efficiency and quality by digitally transforming our factories.

IoT
Connecting various types of devices to collect and store a wide range of data



AI
Analyzing data collected through the IoT to help visualize and identify problems



Reforming business processes

Improving quality and productivity

Agenda

06 Action to Achieve Management Conscious of Cost of Capital and Share Price

While our cost of equity remains at a high level due to high sensitivity to high-tech market conditions (high β), we will simultaneously pursue medium- to long-term cost reduction and improvement in profitability (ROE) through shifting to high value-added services and diversifying our business portfolio.

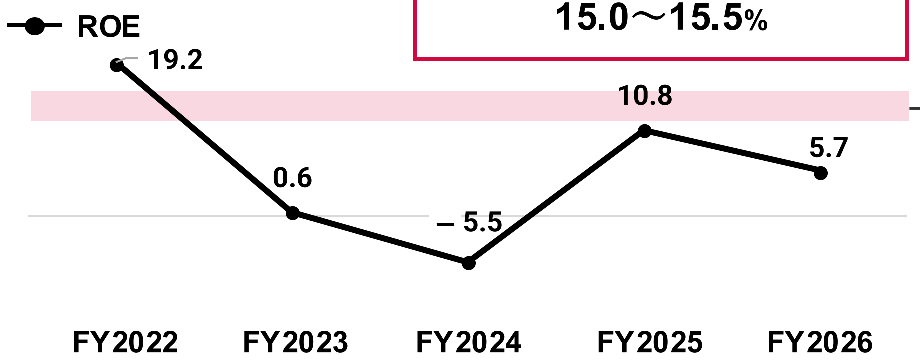
Factors keeping the cost of equity (β value) at a high level

Factors keeping the cost of equity (β value) at a high level

- Evaluation as a stock susceptible to semiconductor market conditions
- Short-term capital inflows driven by specific themes
- (such as synthetic diamonds)

Cost of Equity

15.0～15.5%



Calculation of Cost of Equity via CAPM (Capital Asset Pricing Model)

		Risk-Free Rate		Equity β		Market Risk Premium
Cost of Equity	＝	2.7%	＋	2.2~2.3	×	5.5%

*As of the end of July 2026

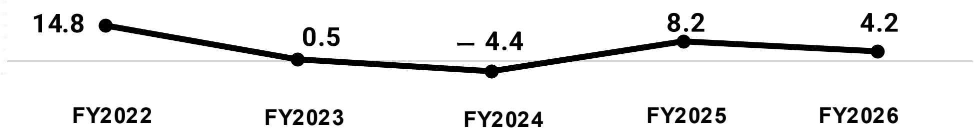
DuPont Analysis of ROE

ROE ＝ Net Profit Margin × Total Asset Turnover × Financial Leverage

$$\text{Net Profit Margin} = \frac{\text{Net Income}}{\text{Net Sales}} \qquad \text{Total Asset Turnover} = \frac{\text{Net Sales}}{\text{Total Assets}} \qquad \text{Financial Leverage} = \frac{\text{Total Assets}}{\text{Equity}}$$

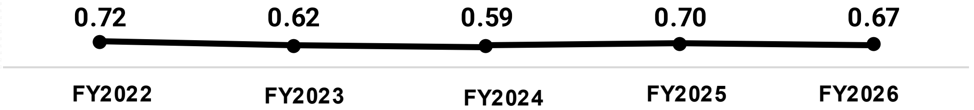
Net Profit Margin

Unit: %



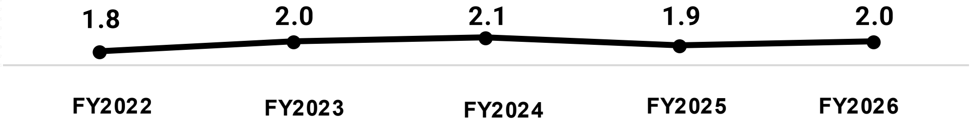
Total Asset Turnover

Unit: Turns



Financial Leverage

Unit: Multiplier



MIPOX

06 Enhancing IR Activities

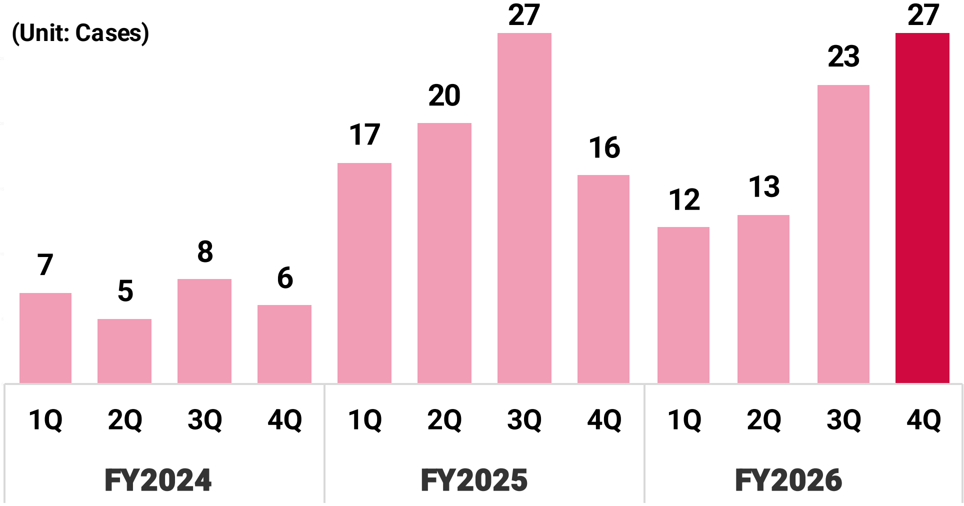
Status of Dialogue with Investors

Dialogue Themes *Refer to p.44 for detailed questions and answers.

Interest focused on earnings trends,
impact on semiconductor-related markets, etc.

Track Record of Meetings	27 cases	4Q of FY2026/3 *Excluding quiet periods
		YonY: 0 cases

Number of Investor Interviews (Based on post-earnings disclosure periods)



Enhancing Information Disclosure

Video Streaming of Earnings Briefings
Archive streaming of videos provided once every half year.

English Support
Conducting English translations of financial results (Ketsan Tanshin) and briefing materials to strengthen the global information disclosure system.

Frequently Asked Questions (FAQ)
https://www.mipox.co.jp/ir/faq/

IR Communication Media

X	Transcripts	Owned Media
		
Information provision and disclosure announcements	Transcripts of earnings briefing materials	Dissemination of proprietary technologies, etc.

*The quarters in this graph do not represent financial accounting periods, but rather the periods during which interviews were conducted after earnings disclosures.

06 Sponsorship Strategy and Approach to Enhancing Corporate Value

Through diverse domestic and global partnerships, we aim to maximize medium- to long-term corporate value while reinforcing our corporate culture, by connecting with local communities and supporting next-generation challengers.

Motorsports

Launched in April 2026 — **VSR（Vincenzo Sospiri Racing）**

Strategic partner of "VSR," a racing team competing in the Lamborghini Super Trofeo Asia and other series.

Partnered in April 2024 — **Yuki Nemoto**

A racing driver competing globally with the goal of becoming the first Japanese factory driver for a European manufacturer.

Intangible Asset Effects

Enhance brand power and market presence through partnerships with high-profile global markets, local communities, and platforms for the next generation, aiming to maximize medium- to long-term corporate value.

Pro Sports & Community Contribution

Partnered in August 2025 — **Ventforet Kofu (J.LEAGUE)**

Supporting the local professional soccer club as a contribution and sign of gratitude to Yamanashi Prefecture, home to our Hokuto Plant.

Contribution to ESG / "S" (Social) Metrics

Increase engagement at regional business bases, demonstrate commitment to sustainable community building (Social), and promote local hiring activities.

Amateur Sports & Next-Gen Athletes

Partnered in December 2025 — **Kaisei Adachi**

A young top surfer selected for the Japanese national team at the World Junior Surfing Championship.

Partnered in July 2026 — **Karen Onozato**

An alpine skier expected to succeed on the global stage.

Creation of Brand Value

Reinforce Mipox's innovative corporate culture and internal branding that praises taking on challenges, by supporting challengers who strive to "change the world's common sense."

MIPOX

06 Frequently Asked Questions (FAQ)

Category	Question	Answer
Earnings Trends and Cost Structure	**What were the main reasons for profit falling short of plan in 4Q and full-year FY2026/3?**	Main factors were performance-linked bonuses recorded in 4Q FY2026/3, along with airfreight and tariff costs incurred in 1H. These freight and tariff burdens have since been resolved through optimized trade terms.
	Why did the initial FY2027/3 earnings forecast appear conservative?	We initially issued a conservative estimate considering macro uncertainties and risks. However, 1Q saw strong demand for AI/data centers and a semiconductor recovery. Reflecting high-tech product growth and foreign exchange impacts, we revised our full-year forecast upward.
	What is the impact of one-time costs from FY2026/3 on FY2027/3, and what are the profit improvement initiatives?	Tariff costs were addressed by revising trade terms (shifting burden to customers), and airfreight costs normalized with supply chain recovery. With the dissipation of one-time costs and revenue growth in high-tech products, margins are expected to make a V-shaped recovery.
Business Segment Details (High-Tech Products)	**What is the FY2027/3 outlook and medium- to long-term growth driver for HDD-related products?**	An increasing number of platters per drive in data center (Nearline) HDDs serves as a tailwind. Maintaining 100% market share, we expect solid growth in FY2027/3, with new technology adoption (such as HAMR) driving higher functionality and average selling price (ASP).
	What are the trends and future strategy for optical fiber-related products?	Strongly driven by expanding data center demand and multi-fiber (MT) technology trends. While monitoring competitor entry (e.g., Chinese suppliers), we avoid easy price hikes and prioritize maintaining a solid market share in key regions (North America, Japan, Asia).
	What is the current status and strategy for semiconductor-related products?	While competition is intensifying, we maintain strong performance in logic semiconductors where we hold advantages. We are advancing product development aligned with required specifications to swiftly regain and expand market share.
Supply Chain and Risk Management	**How are you addressing rising raw material and energy costs?**	We are streamlining unprofitable projects and systematically implementing price revisions across the board.
Future Growth Strategy and Investment	**What is the strategic rationale for continuing the Contract Business despite ongoing challenges?**	Beyond standalone profitability, the business offers three strategic benefits: acquiring cutting-edge technologies, maintaining factory utilization during internal demand fluctuations, and identifying customer needs early. Thus, it remains an essential foundation.
	What is the objective of the recently announced acquisition (M&A) of Sanko Chemical?	We completed making Sanko Chemical a wholly-owned subsidiary in August 2026. Currently integrating operations, we leverage its advanced electrostatic flocking technology to build an integrated structure from raw material procurement to manufacturing for optical fiber products—where data center demand is surging—ensuring stable material supplies and boosted capacity.

Growth Strategy: Overall Picture

01

Expansion of Product and Contract Business Domains (M&A Strategy)

Promoting M&A and the introduction of new technologies based on core technologies, expanding business domains centered on the coating and polishing fields

02

Culture Strategy

Transforming into an autonomous and self-driven organization by making "culture," which cannot be imitated by technology or equipment, the source of competitive advantage

03

Establishment of "Inspection" Technology Through Industry-Government-Academia Projects

Establishing the core technology of "Inspection (Evaluation/Observation)" through NEDO projects, and converting to a service-oriented business

Polishing Innovation.

Sharpening the cutting edge.
Carving out the next 100 years and reshaping the world's common sense.


Coating


Slitting


Polishing

*The establishment of the mass production system at the Kanuma Plant has been completed.

Technological Capabilities Mastering "Coating, Slitting, and Polishing"

Combining core technologies to provide high value-added products and services that contribute to customer success

06 Growth Strategy (1): Expansion of Product and Contract Business Domains - Track Record of Business Expansion Through M&As

Using our three technological domains of "Coating, Slitting, and Polishing" as a platform, we utilize M&As as one of our key growth engines to advance our business expansion.

Our Technology: Coating / Slitting / Polishing + Inspection

	項目	Breakdown		Track Record of Acquisitions of Related Companies, and Succession of Businesses and Intellectual Properties	Future Policy
Product Business	General Abrasive Products	General Abrasives		2016 Nikken: Coating, Slitting, Polishing; 2021 ORIENT: Polishing; 2022 MISUMI: Coating, Polishing; 2025 株式会社 ウジケ: Coating, Polishing	Our Technology • Active expansion into adjacent domains • Transforming business succession needs into growth opportunities
Product Business	General Abrasive Products	Industrial Applications			
Product Business	High-Tech Products	Electronic Components		2026 SANKO: Coating, Polishing	• Deepening market penetration leveraging our core technologies
Product Business	High-Tech Products	Advanced Devices			
Contract Service Business	Coating & Slitting	Converting Solution			• Deepening market penetration leveraging our core technologies
Contract Service Business	Polishing	Processing Solution	Industrial Applications	2023 Mipox Metal Works Co., Ltd.: Polishing (ex-Okubo Iron Works Co., Ltd.)	• Improving profitability through automation and unmanned operations
Contract Service Business	Polishing	Processing Solution	Advanced Devices		• Deepening market penetration leveraging our core technologies
Market Development / Technology Development				2015 Ref Lite (Color Your Style.): Coating; 2018 Vision Psytec Co., Ltd.*: Inspection; 2023 S: Coating *Currently dissolved	• Toward the establishment of a new technological domain: "Inspection" • Creating new technologies by combining acquired technologies with proprietary technologies

Growth Strategy (1): Expansion of Product and Contract Business Domains - M&A as Industry Restructuring -

Rather than M&A purely for business expansion, we promote M&A as 'industry restructuring' that transforms structural challeng es of the Japanese manufacturing industry—such as successor shortages and labor shortages—into growth opportunities.

Social Issues Surrounding the Manufacturing Industry

Successor Absence Rate*1

42.4%

Average Age of Presidents in the Manufacturing Industry

61.6 years

Business succession needs will continue to arise on an ongoing basis

Our Competitive Advantage - Value Creation through Reproducible PMI

PMI Standardization

Shortening startup periods through unified processes

Introduction of Digital Infrastructure

Improving productivity through operational efficiency and visualization

Organizational and Cultural Transformation

Attracting and retaining talent through work-style and workplace reforms

Enhancing corporate value while resolving structural challenges

Corporate Restructuring through Standardized PMI Processes

1 Acquisition of Targeted Companies

Accepting companies facing successor and labor shortages

2 Initial Integration

Visualizing operations and organization, and identifying challenges

3 Rebuilding the Organi zational Environment

Strengthening organizational capability by improving work styles and office environments

4 Operational Reform

Strengthening organizational capability by improving work styles and office environments

5 Creation of Technological Synergies

Fusing acquired technologies withexisting technologies to create new products and new business domains

Achieving revenue growth and sustainable competitiveness through corporate restructuring

*1: Teikoku Databank, "National Survey on Corporate 'Successor Absence Rates' (2025)“ *2: Teikoku Databank, "National Survey and Analysis of 'Presidents' Ages' (2025)"

06 Growth Strategy #1 Expansion of Product and Contract Service Business areas: New coating line with IH powder coating system

We will develop our business using IH powder coating technology related to coating, one of our core technologies. In addition to actively utilizing the demonstration laboratory we have established at the Kanuma Plant, we are also introducing equipment to develop proprietary products using IH powder coating technology.

[IH powder coating system in the demonstration lab]

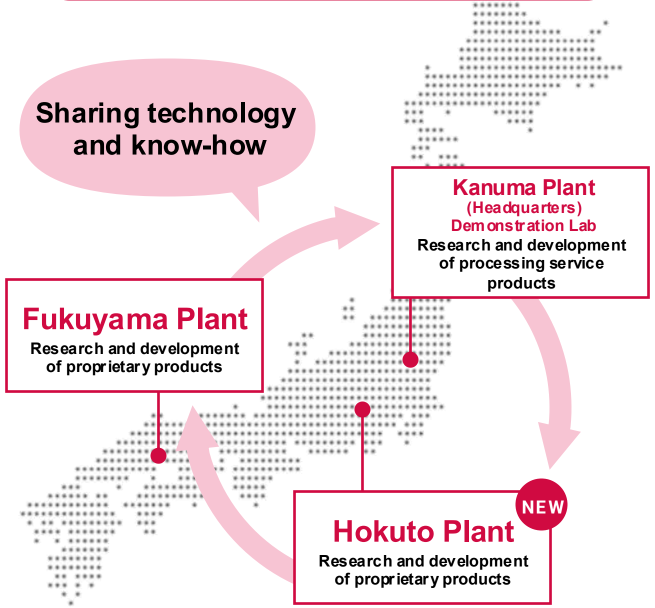
JP Patent pending: 2022-021618

- Lab tour and demonstration check
- Simulator analysis
- Verification of prototype coils
- Data analysis
- Coil + system production
- Delivery

Preliminary verification is now possible in the lab

Ease customer concerns about new technology. Help ensure a smooth system implementation

Strengthening the system for using IH powder coating technology



Tour of the demonstration lab

We engage in planning, designing, developing, and selling coating lines using IH, which we acquired from Suga Codings Co., Ltd. in March 2023, to facilitate the implementation of solvent-free coating technology. In October 2023, we established a demonstration lab at our Kanuma Plant. Using this facility, we are proposing a coating process line that saves energy and space by replacing the gas-powered hot air drying furnace, the most energy-intensive equipment in the manufacturing process, with an IH powder coating system that uses electric heating through IH technology.

In addition to the Fukuyama Plant, we are also introducing the IH powder coating system at the Hokuto Plant. We will continue to develop proprietary products by utilizing the technology and know-how gained from the demonstration laboratory and each plant.

Polishing products made with IH powder coating technology

While technology and equipment can be replicated, culture cannot.

Through 15 years of continuous investment in DX, rebranding, M&As, and strategic intellectual property management, we aim to transition from control-based management to autonomous and self-driven management.

Rebranding

Shedding the Skin" of a 100-Year-Old Company

01

Renovation of Physical Environments

Immediately following an M&A, we first undertake office renovations and the establishment of cafeterias. Open layouts eliminate psychological barriers, enhancing information flow and transparency.

The Intent Behind Logo Renewal

Renewed on the occasion of our 100th anniversary. It represents our determination to reshape industry common sense as a 'principled nonconformist' that intentionally steps outside the conventions and stereotypes of the manufacturing industry.

Digital First

Two-Way Installation of Culture and Systems

02

Creating a Common Language

Introducing Salesforce and Google Workspace as a 'common language' for all employees. Building a highly transparent communication infrastructure that transcends locations and generations.

Democratization of Information and Maximizing Autonomy via AI

Establishing an environment where both front-line employees and management can access the same data. By combining this with generative AI, we realize an autonomous, decentralized organization where anyone can compete armed with the wisdom of seasoned experts.

Culture Plug-in

Accelerating M&As via Standardized PMI

03

Rewriting the Culture

Simultaneously renovating physical and digital workplaces to instantly upgrade the acquired company's 'old customs' into the 'Mipox Way'

Rescue-Type M&As

Providing peace of mind as a 'platform that protects technology and employment' to companies struggling with successor shortages or digitalization. Harmonizing social value with the pursuit of profitability.

06 Growth Strategy (3): Establishment of "Inspection" Technology Through Industry -Government-Academia Projects - Initiatives for "Inspection" (Analysis and Evaluation Technology) -

We are focusing on accumulating intellectual property and expertise that will serve as the foundation for our next-generation growth by participating in three NEDO (New Energy and Industrial Technology Development Organization) projects (two of which have concluded). By establishing 'Inspection' as a new domain alongside our core technological domains of 'Coating, Slitting, and Polishing,' we will strive to further sophisticated our technology base.

PROJECT 01

NEDO Green Innovation Fund Project: Construction of Next-Generation Digital Infrastructure

With Oxide Corporation as the lead company, UJ-Crystal Inc., Tokai National Higher Education and Research System, Nagoya University, Aicrystal Corporation, and the National Institute of Advanced Industrial Science and Technology (AIST) have joined the project.

- In the previous fiscal year, the two-year consignment project was successfully completed with results aligning with our original expectations, transitioning to the grant period. We launched each device on the pilot line, reduced process steps, established simulation technology, and explored the potential for mass-producing inspection devices.
- During this fiscal year, we began 8-inch wafer evaluation support for our 'XS-1 Sirius' high-speed crystal dislocation inspection system.

Processing	**Development of large-diameter SiC wafer processing line**	8-inch SiC wafer processing, pilot line construction
	Reduction of the number of wafer processes	Process simulation study and extraction of candidate processes to eliminate
Evaluation	**Establishment of evaluation technology for SiC crystals using the solution method**	Establishment of evaluation technology for SiC crystals using the solution method
	Development of large-diameter wafer observation equipment	Study and design of equipment to be used for 8-inch wafers

Concluded at the end of FY2024

NEDO Public-Private Young Researchers Discovery Support Program

Nagoya University (Associate Professor Shunta Harada)

Evaluation

Development of a killer defect automatic inspection system to improve semiconductor manufacturing productivity

Research Paper presented in August 2023

Crystal defect evaluation technology using polarized light observation for power device SiC wafers

Published: Nov 2024 Published: Mar 2025

Concluded at the end of FY2022

NEDO Materials Innovation Technology Leading Research Program

Central Research Institute of Electric Power Industry, Nagoya University (Professor Toru Ujihara), RIKEN

Evaluation

Technology for observing and analyzing defects and internal strain in large SiC crystals

Development of SiC ingot inspection equipment

Continuing joint R&D with Nagoya University toward commercialization

Our Core Technology: Technology + Estimation

Slitting **Coating** **Polishing** **Inspection** NEW

※The projects funded by the NEDO Green Innovation Fund cannot generate profits until social implementation is achieved, and monetization will occur after social implementation.

Growth Strategy #3 Participation in industry-government-academia projects (overview)

Achieving carbon neutrality calls for a transformation in our energy and industrial structures and the creation of innovation through bold investment. We participate in projects of the Green Innovation Fund, created to achieve ambitious goals that transcend the conventional frameworks of our society.

[NEDO*1 Green Innovation Fund]

- Fund for achieving the "2050 Carbon Neutral" declaration led by the Japanese government
- Project budget of 2 trillion yen
- Support companies working on research and development, demonstration, and social implementation toward carbon neutrality for up to 10 years

19 Projects supported by NEDO

Building next-generation digital infrastructure

Research and Development 2

Development of wafer technology for next-generation power semiconductors

MIPOX, OXIDE, UJ-Crystal, Tokai National Higher Education and Research System Nagoya University, Alxtal, AIST

Six companies, including our own, have been jointly entrusted with this project.
A nine-year project from FY2022 to FY2030

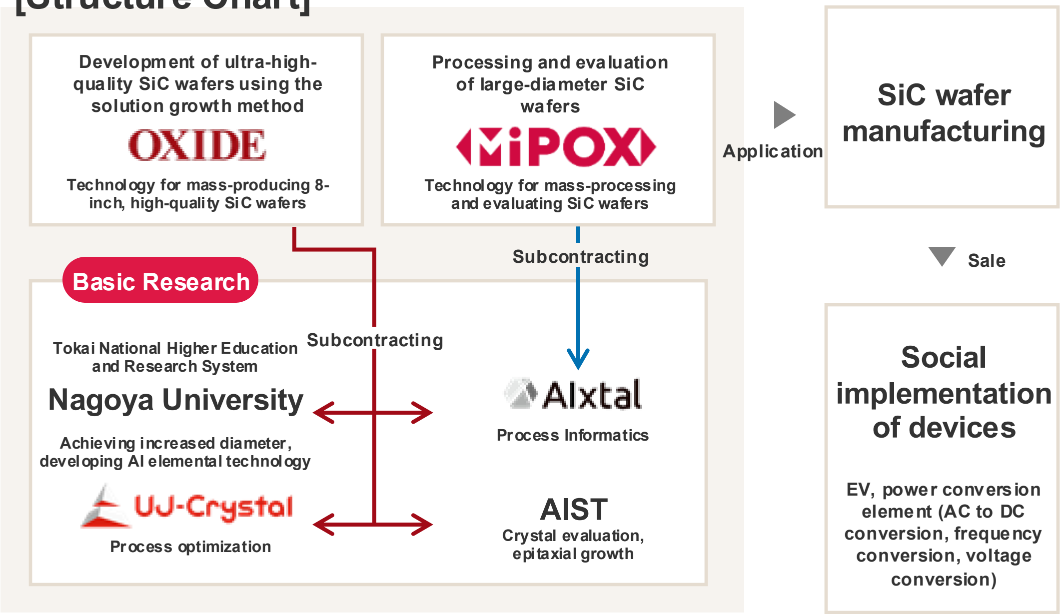
*1: New Energy and Industrial Technology Development Organization

* The projects funded by the NEDO Green Innovation Fund become profitable only after they are implemented in society, with monetization following their successful integration into society.

[Purpose of the Project]

Development and sales of ultra-high-quality, 8-inch, low-cost SiC wafers

[Structure Chart]



Agenda

07 Members of the Management

01

President and CEO **Jun Watanabe** 渡邉 淳

He joined Mipox in 1994 after studying at universities in both Japan and the United States. He began his career in manufacturing and moved through various roles, including production engineering, domestic sales, and overseas sales. His experience included being stationed in Malaysia and working at a subsidiary in the U.S. He later became the head of the semiconductor division and the head of the overseas support division. In 2007, he was appointed Executive Director; in 2008, he assumed the position of President and CEO from his predecessor. Upon taking on this leadership role, he guided the company through a recovery from losses by exiting unprofitable businesses and consolidating and closing specific sites. Once the company's performance improved, he focused on promoting IT and establishing digital technology as a pillar of corporate reform alongside the existing pillars of technology and quality that are vital to the manufacturing sector.

02

Executive Director **NAKAGAWA Kenji** 中川 健二

He has experience in the development of fully automatic washing machines and post-CMP cleaning equipment for semiconductors, as well as technical sales of polishing tapes for hard disk media and optical inspection equipment. After launching his own business, he engaged in various roles including marketing, technology, sales, and the trading of optical inspection equipment. He became independent in 2002, and in 2016, he was appointed head of the technology division. In 2019, he took on responsibilities as head of the management planning and administration departments. He has actively participated in all management functions, with a particular emphasis on enhancing the company's internal organizational structure and leading Ref Lite rebranding initiatives. Since 2021, he has been involved in new business development and oversees the development of large-diameter SiC wafer processing for the GI Fund.

03

Executive Director **UETANI Munehisa** 上谷 宗久

He joined our company in 2000. After serving as the Taiwan branch manager and the president of an overseas subsidiary, he was appointed executive director and head of the sales division in 2012. He was responsible for the operation of production bases, M&A of competitors, and business succession of companies that had undergone civil rehabilitation. He left Mipox in 2017, and after gaining experience as a director and COO of an IT venture company and serving as a business development manager of an engineering company, he returned to the company in April 2022. He also serves as an external director of thomas Inc. as part of his external activities.

04

Independent Outside Director **KATO Hiromi** 加藤 洋美

She was admitted to the bar in December 2007 and joined Hibiya Law Firm. Since then, she has been practicing law and was appointed the firm's head in April 2021. She continues to perform her duties as the head of the firm. In addition, she has served as an auditor of KOIWAI FARM, LTD. since April 2021 and was appointed an auditor of Koiwai Farm Dining Co., Ltd. in April 2023, where she continues to serve in the same position.

05

Independent Outside Director **MIYAZAKI Kensuke** 宮崎 健輔

After graduating from university, he joined a specialized trading company distributing global semiconductor products, where he worked in technical sales, led company-wide projects, participated in overseas training, and helped launch new business units. He later joined a corporate group operating Japan's largest MBA school, earned an MBA, and served as a corporate sales team leader and management consultant. After becoming independent, he has worked as a management consultant and executive coach, specializing in organizational development, corporate training, and human capital management, supporting corporate growth from both business and organizational perspectives.

07 Skill Matrix

		General Management	Global Management	ESG	DX Strategy	Research and Technological Development	M&A	Marketing and Sales	Manufacturing and Production Engineering	Legal and Risk Management	Human Capital Strategy
01	 President and CEO **Jun Watanabe**	●	●	●	●		●		●		
02	 Executive Director **Kenji Nakagawa**					●		●	●		
03	 Executive Director **Munehisa Uetani**		●		●		●	●			
04	 Independent Outside Director **Hiromi Kato**									●	
05	 Independent Outside Director **Kensuke Miyazaki**			●							●

07 Initiatives for Enhancing Human Capital: Visualizing Engagement and Understanding Organizational Status

As part of our initiatives to enhance human capital, we conducted an internal employee survey regarding well-being.

Objective and Positioning

- Visualize employee engagement and psychological states to proactively prevent turnover and leaves of absence.
- Aim to improve employee buy-in and alignment, rather than simply 'reducing burdens.

Characteristics and Current Status

- Highly preventative in nature, with a focus on future improvement.
- Response rate is high at over $90¥%$ ➔ indicating a high level of employee interest.
- Well-being score is $6.1/10$ points (as of March 31, 2026).

Future Policy

- Currently at the stage of 'interpreting the values' and 'clarifying goals.
- Disclosing on a fact-based basis at this point, with countermeasures currently under consideration.
- Aim to establish continuous monitoring and an improvement cycle in the future.

Survey Response Rate: *Over 99%*

07 Organizational Culture Supporting Autonomous Decision-Making in the AI Era

In an era where common sense is reshaped in a matter of months, we are building an 'autonomous organization' based on a shared set of decision-making criteria. By leveraging a culture that empowers front-line employees to make swift, on-the-spot decisions as a competitive advantage, we lead the market with overwhelming responsiveness and execution speed.

Formulation of the Compass

- Codify behavioral guidelines to serve as a shared decision-making criterion for all employees.
- Review and share them during daily morning assemblies, performing periodic updates to reflect changes in the environment.

Mechanisms Supporting our Culture

- Enable open information sharing and visualize decision-making processes using communication tools.
- Design flat communication that does not rely on organizational titles.
- Operationalize the utilization of AI for on-site decision-making and business improvements.
- Design offices and work styles that facilitate decision-making and dialogue.

Autonomous Decision-Making

- Manage the organization under the premise that the front line thinks, decides, and acts autonomously.
- Decentralize decision-making while aligning the direction of choices by establishing the 'Compass' as a common language.
- Focus management on establishing environments that support autonomous decisions, rather than issuing top-down directives.

We are committed to fostering the talent that will lead the next generation and supporting long-term career development. To this end, we are engaged in a wide range of initiatives outlined below.

Initiatives related to recruitment and training

[Factory Tour and Internship]
We offer high school students the chance to gain insights into actual operations through factory tours and internships that provide hands-on experience. The initiative generates interest among young people and leads to future recruitment.

[OJT and Training System]
Our training program emphasizes on-the-job training (OJT). New hires gain practical skills through workplace experience. We also provide follow-up training for each department and individual career path to support continued growth. Specific training includes onboarding training, cross-site training, and business skills training (outsourced training programs).

[New Graduate Retention Rate]
We boast a **retention rate of 64.7%** for new graduates*. This high percentage demonstrates the effective training system and the positive work environment we have built. We provide a support system designed to ensure that new employees can thrive and feel comfortable in their roles for the long term.

* The retention rate of new graduates hired in the past five years. Based on domestic data.
* As of the end of March 2025

- Retention rate for new graduates hired in the last 5 years (Based on domestic data).
- * As of the end of March 2026.

MIPOX

We encourage flexible and diverse work styles so that each employee can perform to the best of their ability.

Average overtime hours
11–15 hours per month

Paternity Leave Uptake Rate 62.5%

Work style initiatives

[Working from Home and Super-Flexible Working Hours]
Allowing flexibility in where and when people work gives employees the freedom to choose a work style that fits their lifestyles.

[HARE Hour System]
This vacation system allows employees to take time off in one-hour increments to recharge and strengthen their connections with colleagues. Examples of specific activities could include all members of a department or section gathering to cheer on a professional sports team, hosting a cherry blossom viewing party or a summer heat relief party, or going bowling together after a meeting. The purpose of the system is to refresh all employees and foster positive relationships among team members.

[Community Contribution Activities]
We are dedicated to making a positive impact in our local community. For instance, we organize polishing workshops for elementary and junior high school students and regularly hold park clean-up events.

[Company Events]
As part of our work style reform initiatives, we actively hold company events to embody our "fostering harmony among all" motto. These gatherings promote more profound communication among employees and enhance teamwork.

[Management of Overtime]
Our employees work **an average of 11 to 15 hours* of overtime each month**. Although we do not set specific numerical targets, we prioritize maintaining a balanced work-life dynamic.

[Paid Leave Utilization Rate]
We have set an **80% target** for paid leave utilization, and it is currently at **93.3%***. The aim of this target is to improve the work-life balance of our employees. Additionally, **the percentage of male employees taking parental leave stands at 62.5%***.

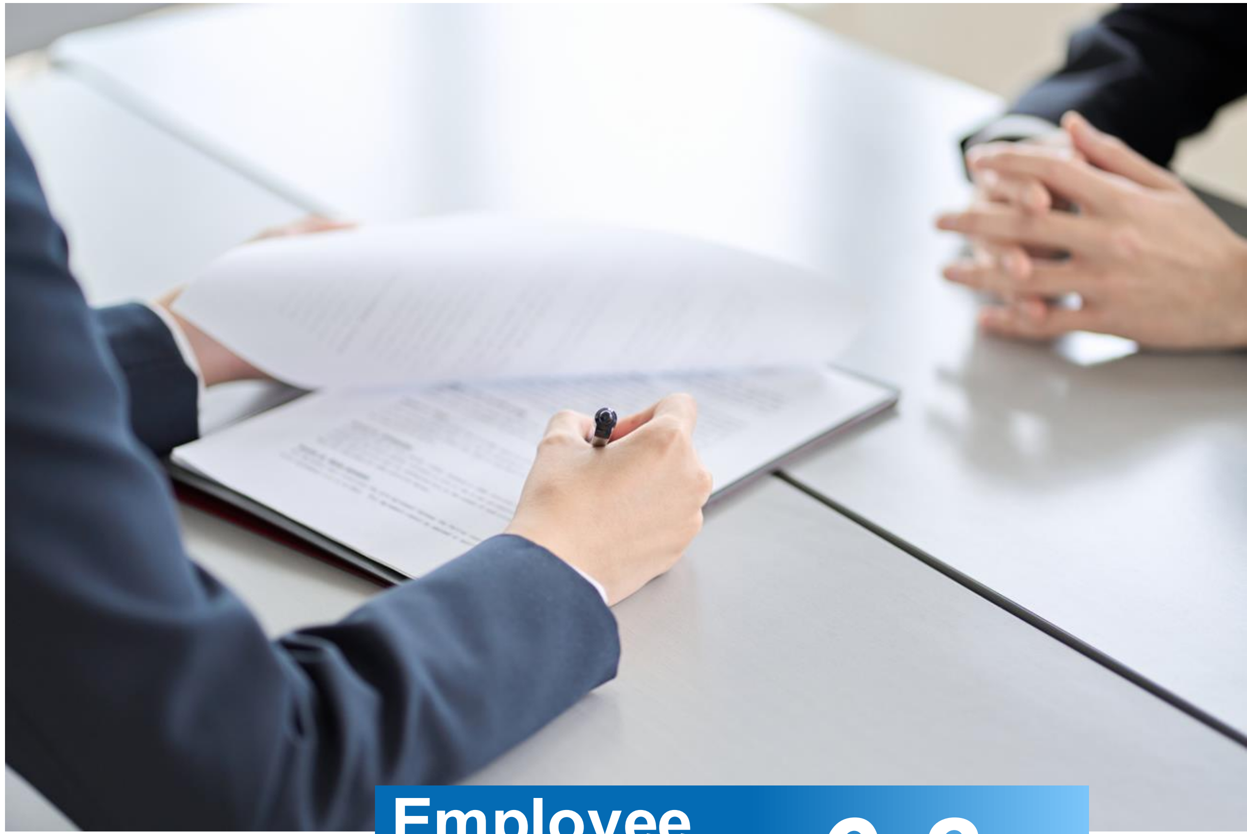
We take the following actions to increase employee engagement and create a rewarding work environment.

Engagement-related initiatives

[Creation of COMPASS]
We have created a set of guiding principles called **"COMPASS"** and shared it with all employees. These principles clarify our corporate philosophy, vision, and code of conduct and provide a foundation for employees to share common goals and values in their day-to-day work.

[Periodic Survey]
We regularly conduct employee surveys (Well-being Survey) to reflect our employees' opinions directly. These surveys gather information on both employee satisfaction and areas of concern, allowing us to take concrete action based on the feedback. We are committed to creating a positive work environment and improving employee engagement by actively incorporating our employees' insights.

Thanks to these initiatives, our **employee turnover rate is 9.8% (worldwide)**. We have created an environment where employees feel optimistic about building long-term relationships with us. Moving forward, we will prioritize valuing our employees' opinions and strive to enhance their engagement further.



Employee turnover rate 9.8%

* As of the end of March 2026

We prioritize safety and appropriateness and actively work to optimize the workplace environment.

5S Activities

Health and safety initiatives

[5S Activities]
We promote 5S activities, which consist of five elements. This initiative helps to improve workplace safety and create an efficient work environment.

◆ **What is 5S?**

Organize	Seiri	:	dispose of unnecessary items
Arrange	Seiton	:	organize and store things for easy access
Clean	Seisou	:	keep areas clean
Maintain	Seiketsu	:	practice Organize, Arrange, Clean (3S) regularly to ensure workplace hygiene
Discipline	Shitsuke	:	follow the rules and procedures consistently and make it a regular practice

We are streamlining our operations to enhance productivity.
Our goal is to establish a safe and comfortable factory for employees. We are committed to cultivating a culture where everyone adheres to the rules spontaneously. This approach will enhance credibility of the company and ultimately boost profitability.
We are dedicated to maintaining and improving a safe and secure working environment.

* As of the end of March 2026

We value diversity and strive to foster an inclusive work environment where everyone can actively participate.

Diversity initiatives

[Ratio of Male to Female Employees]
The ratio of **male to female employees is 3.7:1 (worldwide)**. In response, we are working to increase female recruitment and promotion opportunities.

[Gender Wage Gap]
The gender wage gap is 61.9% (Japan only). It should be noted that there is no difference in wages between male and female workers who possess the same attributes, such as years of service and job position.

[Female Manager Ratio]
The ratio of female managers is 11.2% (worldwide). We have implemented programs to develop female leaders and established a mentoring system. Our goal is to foster an environment where women can play an active role as managers.

[Disabled Employee Ratio]
The ratio of employees with disabilities currently stands at 2.3% (Japan only), and we are working toward our target of 2.7% (by 2026). To achieve this, we are focused on creating a more comfortable work environment by enhancing workplace accessibility and tailoring jobs for individuals with disabilities.

Gender wage gap 61.9%

Female manager ratio 11.2%

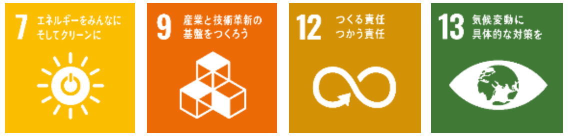
Disabled employee ratio 2.3%

* As of the end of March 2026

07 ESG and SDGs Initiatives

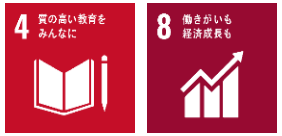
Environment

- Promoting the introduction of solar panels
- IH powder coating system
- VOC reduction through the use of RTO
- Introducing LNG boilers
- Developing products using recycled materials
- Green innovation initiatives
- Reducing environmental impact based on ISO 14001



Social

- Enhancing internal training with e-learning
- Introducing super-flexible working hours
- Establishing an employee evaluation system
- Promoting the attainment of qualifications and enhancing the benefits that follow
- Preventing work-related accidents
- Improving the retention rate of young employees
- Increasing the percentage of female employees



Governance

- Transparent information disclosure
- Outsourcing of internal reporting channel
- Compliance training for all employees
- Strengthening governance and monitoring systems for each Group company

07 Main locations of Mipox Group

IR Inquiries

From the perspective of fair disclosure, we do not respond to investor relations inquiries by phone. This policy ensures that we maintain an equitable information disclosure system, allowing us to respond fairly to all inquiries from shareholders and investors.

Please use the inquiry form on our website.

Contact us from here

https://www.mipox.co.jp/en/inquiry/

Color Your Style.