RORZE

Integrated Report 2025

RORZE CORPORATION

CONTENTS

Editorial Policy

This report is an annual communication tool, edited and published for RORZE's customers, partners, employees, and stakeholders including shareholders, with the aim of providing an understanding of the full scope of our corporate activities and our approach to enhancing corporate value over the medium to long term.

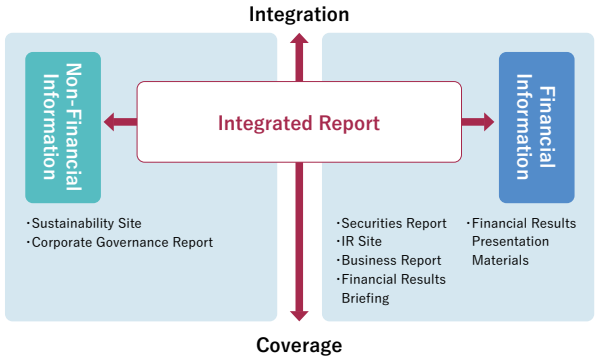
Reporting Period

March 1, 2024 – February 28, 2025 as fiscal year FY2024 or FY24
Some sections include past and future activities and goals.

Reporting Scope

This report covers RORZE CORPORATION and its consolidated subsidiaries (unless otherwise specified in the text). In addition, executive and employee positions and titles are as of the date of publication.

Relationship with other reports (IR)



Reference Guidelines

IFRS Foundation "Integrated Reporting Framework," Ministry of Economy, Trade and Industry "Guidance for Integrated Disclosure and Dialogue for Collaborative Value Creation," etc.

Cautionary Note Regarding Forward-Looking Statements

Forward-looking statements and forecasts contained in this report are based on various assumptions and do not guarantee or promise the realization of future figures or measures.

The future is moving from places you can't see.

Modern life goes hand-in-hand with digital technology; the advanced progress of smartphones, high-speed communications, generative AI, and autonomous driving is enriching our lives.

Semiconductors are at the core supporting all of this.

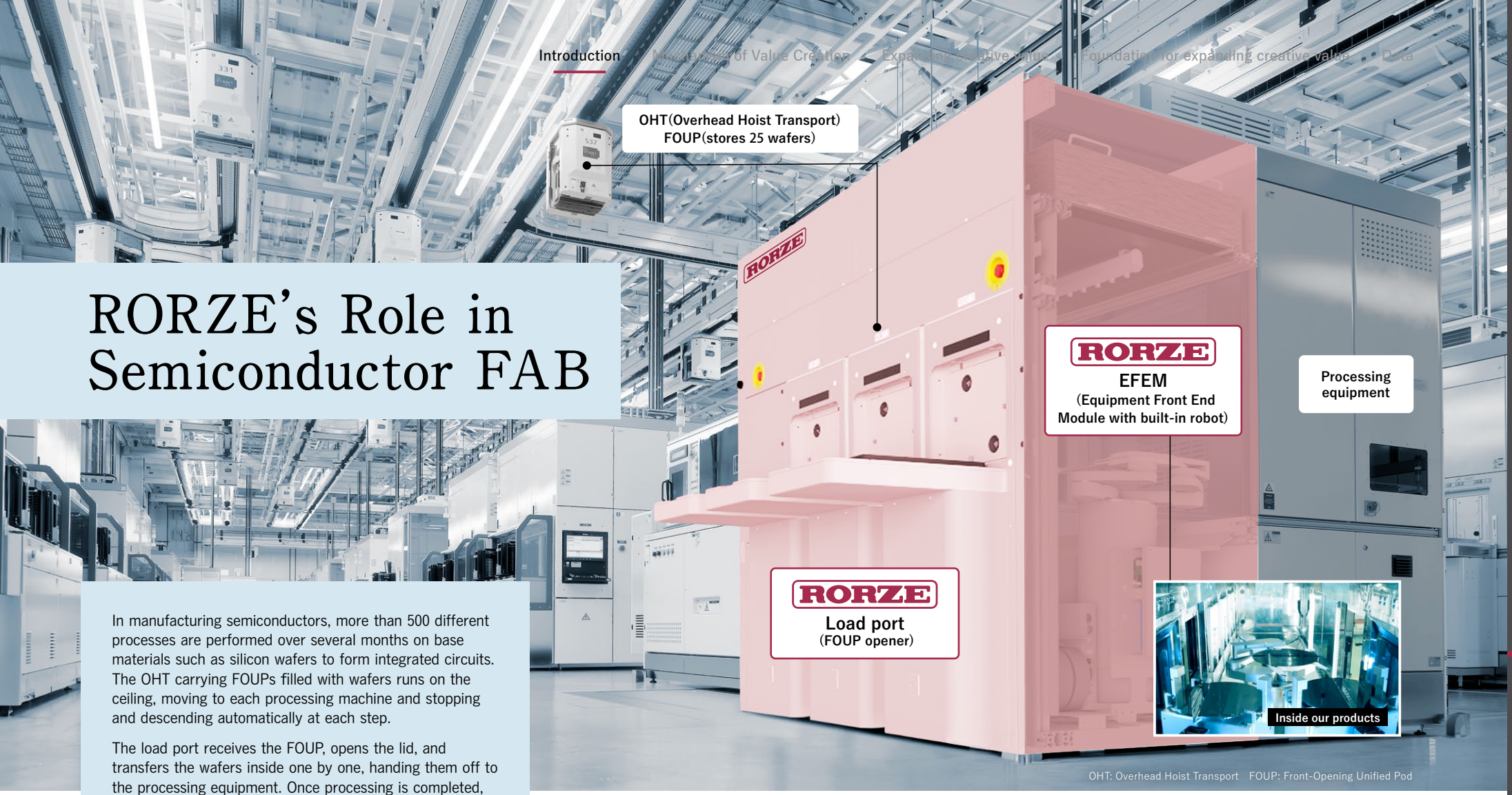
RORZE has developed and provided wafer handling robots that operate in factories producing cutting-edge semiconductors, building a world-leading market share with our unique technology.

To achieve higher functionality, in semiconductor manufacturing sites where miniaturization and multilayering at the nano level are progressing, we are tackling a variety of issues such as cleanliness and reliability.

What lies ahead is technology connected to the future.

We embrace this as a "mission from the future," and we continue to take on this challenge.

RORZE's Role in Semiconductor FAB



OHT: Overhead Hoist Transport FOUP: Front-Opening Unified Pod

In manufacturing semiconductors, more than 500 different processes are performed over several months on base materials such as silicon wafers to form integrated circuits. The OHT carrying FOUPs filled with wafers runs on the ceiling, moving to each processing machine and stopping and descending automatically at each step.

The load port receives the FOUP, opens the lid, and transfers the wafers inside one by one, handing them off to the processing equipment. Once processing is completed, the wafers are recovered and transferred back into the FOUP for the next process. This is RORZE's transfer robot system.

At the forefront of automation, cleanliness, and high precision, RORZE's technology supports semiconductor manufacturing.


Silicon wafer

Features of RORZE products

►Clean wafer handling
Factories filled with micro-precision processing strictly prohibit dust or particles on wafers even on the nanoscale. RORZE designs its wafer handling equipment to control airflow for maintaining particle-less environment.

► Exceptional durability
Equipment operates 24 hours a day, 365 days a year. Even under such circumstances, data shows that some units remain operational for over 25 years.

►High-speed, accurate transfer
Automated semiconductor factories find even the slightest changes or abnormalities by cameras and sensors, requiring more precise and autonomous transfer.

Lineup of RORZE Products that Leverage Our Features

- Semiconductor automation products
- Flat-panel display automation products
- Metal impurity analyzers
- Life science automation products

CEO MESSAGE

Transforming the Structure of Future Industries with Creative Power

— New Frontiers of the Semiconductor Industry Supported by Innovative Equipment

President and CEO **FUJISHIRO Yoshiyuki**

What is the significance of RORZE's existence?

The semiconductor-related industry can truly be called the key industry that supports all of today's industries, along with the evolution and advancement of information and communication technology. RORZE leads this industry as a top supplier, with wafer handling equipment as its core products in semiconductor manufacturing processes.

Our true raison d'être at RORZE, with the motto "Create what is not in the world," lies in continuously responding to our customers' requests and creating new value through our products, bringing surprise and excitement to society, our crucial stakeholders.

As a result, for forty years since our founding, RORZE has continued to contribute to cutting-edge technology in the semiconductor and flat-panel display (FPD) industries with our unique technology and experience. Our durable and highly clean wafer handling robots and equipment have earned the trust of our customers and, we proudly continue to operate in semiconductor and FPD manufacturing factories around the world.

Continuing to create new value

For manufacturers, continually creating new value is by no means easy. Nonetheless, our company has met these difficult challenges through constant communication with our customers and managing with human capital created by outstanding personnel.

We sincerely listen to our customers' requests from around the world, redefine them as themes for creating new value, resolve them with our own unique technology, and by fulfilling our customers' needs, this is the process by which we, as a manufacturing company, continue to create new value.

Moreover, it is also important to embody RORZE's unique ideas and creativity in our products. Rather than stopping at a mere engineer's perspective, we go a step deeper, investigate thoroughly, and pursue better and more interesting ideas in order to generate new products. To that end, we consider continuous efforts such as fostering personnel (nurturing human resources) as essential. Moving forward, we will continue to not just compete in technology but also work to resolve key issues together with outstanding employees, while pursuing innovation that contributes to society and industry.

RORZE's unique identity

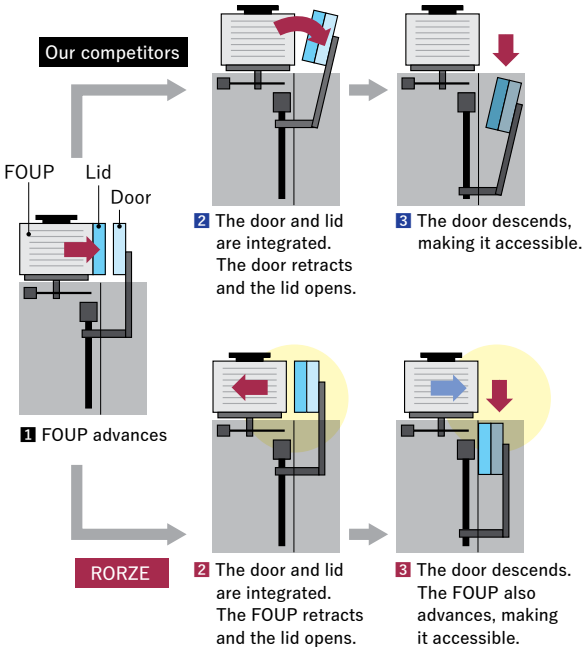
The founder's strong belief of "never releasing products that are similar to those of our competitors" has taken root as our organizational culture. This has created a truly unique identity both in the corporate culture and in the products of RORZE. This organizational culture began with the provision of wafer handling robots developed by our founder, SAKIYA, nearly 40 years ago. This technology, which did not exist in the world at that time, squarely addressed the challenges that existed, and provided solutions with unique perspectives and ideas, and this was the origin of our manufacturing philosophy.

Since then, we have always been committed to "offering value no one else can provide," and have dedicated ourselves to development and manufacturing.

"Not to win the competition, but to launch only products that truly solve customer problems." This commitment to uniqueness is why our semiconductor wafer handling equipment receives such high praise and has earned overwhelming customer support.

▼ Example of uniqueness 1
An opening/closing mechanism designed with top priority on clean semiconductor manufacturing

The design philosophy behind our load port products strongly reflects our unique originality. To elaborate in more detail, a load port is a device that opens the door to a box (FOUP) containing wafers so the wafers can be extracted. Wafer processing, which is the front-end process of semiconductor manufacturing, involves hundreds of steps. The processed wafers are returned to this box, and when another process is performed, the box (FOUP) is moved, the load port operates in the next process, and the door is opened. By repeating this process, integrated circuits are formed. Processing wafers is extremely delicate—if even the tiniest bit of dust or debris enters, the wafer becomes unusable. This makes cleanliness a very important point in every step of the manufacturing process. In other words, even for the single step of opening the door, cleanliness is essential. This is because the yield in semiconductor manufacturing can change significantly at this stage. RORZE focused meticulously on how to manufacture in the cleanest state possible and designed our load ports with this in mind. Since many competing products use a design that opens the door in a fan shape around a bottom axis, there is a risk of dust or debris falling in from above. Our products fix the door and slightly pull back the box (FOUP), then lower the door straight down, enabling door operation and transfer to processing equipment in a way that minimizes the risk of dust or debris entering. This unique design philosophy can sometimes require cost increases or specification changes, so customers may ask for detailed explanations—but we pursue technical correctness in meeting customer demands, and infuse our products with our strong commitment as a manufacturer to maintain originality.



▼ Example of uniqueness 2
Durability unique to a robot developed specifically for stable operation

Here is a rather interesting episode. When we delivered equipment to a customer outside Japan, we tried to log a failure report in our database and found the equipment was not even registered there. That's because it had not failed once in the ten years since delivery, and so was never registered.

There are other such episodes, but this gradually led to the establishment of the brand value that "RORZE products rarely break down and generate no debris," thereby earning the trust of our customers. The pursuit of durability is also a source of pride in our unique design philosophy. Manufacturing durable robots also impacts cleanliness. If a robot fails, a person needs to enter the site for inspection or repair, and since people themselves are sources of particulates, it becomes difficult to maintain cleanliness. In semiconductor manufacturing, cleanliness is of the utmost importance. To satisfy these customer requirements, it is not enough to improve only the cleanliness of the device mechanisms; it is equally important to ensure that the equipment continues to operate smoothly.

While competitors have entered the semiconductor manufacturing equipment sector from general-purpose industrial robotics, our company has, since its founding, focused on developing and manufacturing semiconductor transfer robots, emphasizing cleanliness and durability to create better cost-performance products. To create products that delight our customers, we take pride in our strong points such as a corporate culture that encourages open discussion among top engineers, strict component selection, and high manufacturing quality—all of which underpin our originality.

Looking back on performance for the fiscal year ending February 2025

In the fiscal year ending February 2025, we achieved over 30% growth in net sales. We analyze that a major factor behind this growth was the impact of changes in the external environment.

In recent years, governments around the world have come to recognize semiconductors as strategic goods in terms of both economic growth and national security. It is believed that the ability of a country or its allies to produce cutting-edge semiconductors greatly influences each country's future international competitiveness, prompting supportive measures from governments worldwide—including the United States, China, Japan, Europe, Southeast Asia, and India. In particular, the impact of export and import restrictions to China imposed by law or regulations by the United States in response to intensified US-China trade friction has been notable. For example, the United States introduced restrictions on exports of its products to certain Chinese companies, and many Chinese companies were added to the entity list. As such, the business environment surrounding our company has changed dramatically and is expected to continue changing rapidly in the future.

Even under these circumstances, our semiconductor-related business has shown steady growth, achieving 100 billion yen in net sales from semiconductors alone out of 120 billion yen in total net sales. I consider this a major milestone in our semiconductor business.

In addition, the FPD (flat-panel display) Business secured large orders and grew steadily, while the Analytical Equipment Business saw solid performance after joining the Group.
In the Life Science Business, we added Genostaff,

which has a proven record in cell and tissue staining, to the Group and expect to offer even higher value to our customers. We also moved forward with new capital participation initiatives, such as investing in Nanoverse Technology and Preciv, laying the groundwork for future business expansion.

Even as global circumstances change drastically, we have assessed that RORZE has been able to maintain steady growth while responding appropriately to external environment changes, such as those imposed by law or regulation, so we can continue providing products that satisfy customers worldwide. Additionally, by consistently handling everything from development to manufacturing, we have been able to respond immediately to various changes in the environment, and we are steadily preparing for future growth, including the expansion of our factories.

Management issues we want to focus on in our current business processes

We are currently aware of two main issues.

The first management issue is to further speed up business processes.

Regarding our business processes, we have the advantage of being able to obtain market information early—not only from major customers and semiconductor manufacturing equipment makers, but also through direct transactions with end-users of semiconductors. By utilizing this valuable market information, we strive to advance our business quickly through part selection, responding to market forces, and improving in-house operational efficiency. Additionally, since we design and manufacture many core components in-house, we are able to build a flexible and fast supply chain internally without relying on external suppliers. However, players in the semiconductor-related industry who place even greater emphasis on speed are requesting further streamlining and acceleration of business processes. To meet such demands and achieve high customer satisfaction, we recognize that reforming our business processes is an urgent management issue. In particular, our unique development and design processes require that we achieve short delivery times while maintaining high business quality and product quality. To accurately grasp what kind of products customers seek, we aim to deliver more satisfying products faster and improve production by increasing the frequency of communication with customers during the prototype stage.

The second management issue is global responsiveness.

Until now, equipment manufactured at each of our regional bases has been delivered to customers in that region, and engineers at those regional bases have provided customers with the appropriate assistance. However as customers expand their businesses globally, there are more cases where multiple RORZE products made in Taiwan, Japan, and the United States are deployed in factories of customers with factories in the United States, for example. As a result, providing uniform and high-quality global service support to our customers as the RORZE Group as a whole has become a major management issue. To address this challenge, we are strengthening communication between bases and building new service support frameworks. It is essential for service members at each of our overseas bases to share information such as operating status and to develop an environment where we can provide global support. Specific measures include regular meetings led by RORZE Japan with representatives of global bases, as well as global training aimed at improving service levels. The training is intended not only to improve skills, but also to build networks among service personnel. We have strengthened these initiatives since fiscal year 2024, and we plan to further increase training courses and improve service levels.

About sustainability

The typhoon damage to our main factory in Vietnam last year gave us a newfound sense of the necessity of addressing issues related to the global environment. Due to the direct hit from the typhoon, part of the roof was blown off, and work in process on the production floor had to be disposed of or replaced due to water damage. Fortunately, thanks to the efforts of employees at our Vietnam subsidiary and the cooperation of our suppliers, we were able to restore production without greatly inconveniencing our customers. This typhoon was a violent storm that exceeded the assumed standards of Vietnam's building codes, making us keenly aware that global environmental changes are taking place and heightening our sense of crisis regarding climate change.

From this experience, we recognize that the materiality of sustainability for the global environment—centered on addressing climate change—has become extremely important in RORZE's business activities and in the entire semiconductor-related industry. As a company, we would also like to proactively tackle climate change more than ever before.

We want to avoid the simplistic ideal that “manufacturing should have zero environmental impact” and instead look at the broad view of what social value energy consumption creates. It is often thought that there are strict dichotomies such as the environment versus technology or profit versus ethics, where achieving one makes the other unattainable. However, as a manufacturing company, we work daily to satisfy complex and intertwined requirements such as performance, cost, and delivery times, aiming to create products that delight customers. From such experiences, we believe there are ideas and approaches that only a manufacturing company can bring forth. We will continue to directly tackle the seemingly conflicting themes of “reducing environmental impact” and “maximizing social value,” evolving through the dual pillars of technology and dialogue for a truly sustainable future.

Next, for the future growth of the technology industry, we are also focusing on fostering future engineers and are engaged in various efforts to inspire interest in technology. We have worked together with local manufacturing companies to provide opportunities to instill the joy of winning by using one's skills and innovations. Examples of these efforts include events such as "WAZA-ONE GP," where elementary school students compete using traditional toys like marbles and paper helicopters, and a

robot workshop mainly for junior high school students that we have held for over 20 years. Such events allow children to experience technology and the joy of manufacturing from a young age. Such activities are something our company, which is committed to the development of proprietary technology, values greatly, and we want to further strengthen these efforts going forward.

It is essential to foster the talent who can “Create what is not in the world.” We strongly recognize that the strength of a manufacturing company comes from its people, and fostering talented engineers is not only indispensable for our company's growth but also for the development of the global manufacturing industry. We want to provide opportunities for children to experience the joy of manufacturing from an early age so that more people can enjoy working in manufacturing in the future, thereby expanding their potential.

Currently, our educational activities for children are mainly conducted in our local area of Fukuyama City, Hiroshima Prefecture, but we also plan to start similar activities in Vietnam, where we have about 3,000 employees, and to support the development of descendants with a broader, global perspective, not limited to Japan.

From the origin of technology, to a company that transforms the future

We see "creating innovation in the semiconductor-related industry" as our major mission going forward. This is the very reason for our existence and our fundamental long-term goal. About 40 years ago, we invented the semiconductor wafer handling robot, dramatically changing semiconductor factories worldwide. Now, as we mark 40 years since our founding, we strongly desire, through RORZE, to create innovations that will have a major impact on society. Building the organization and fostering the talent to make that possible is our major objective and our vision for the next 40 years. We are confident that the company's performance, as a result of achieving this major objective, will be appreciated by our stakeholders, such as our shareholders.

Message to our stakeholders

We would like to express our gratitude to all stakeholders who support our growth.

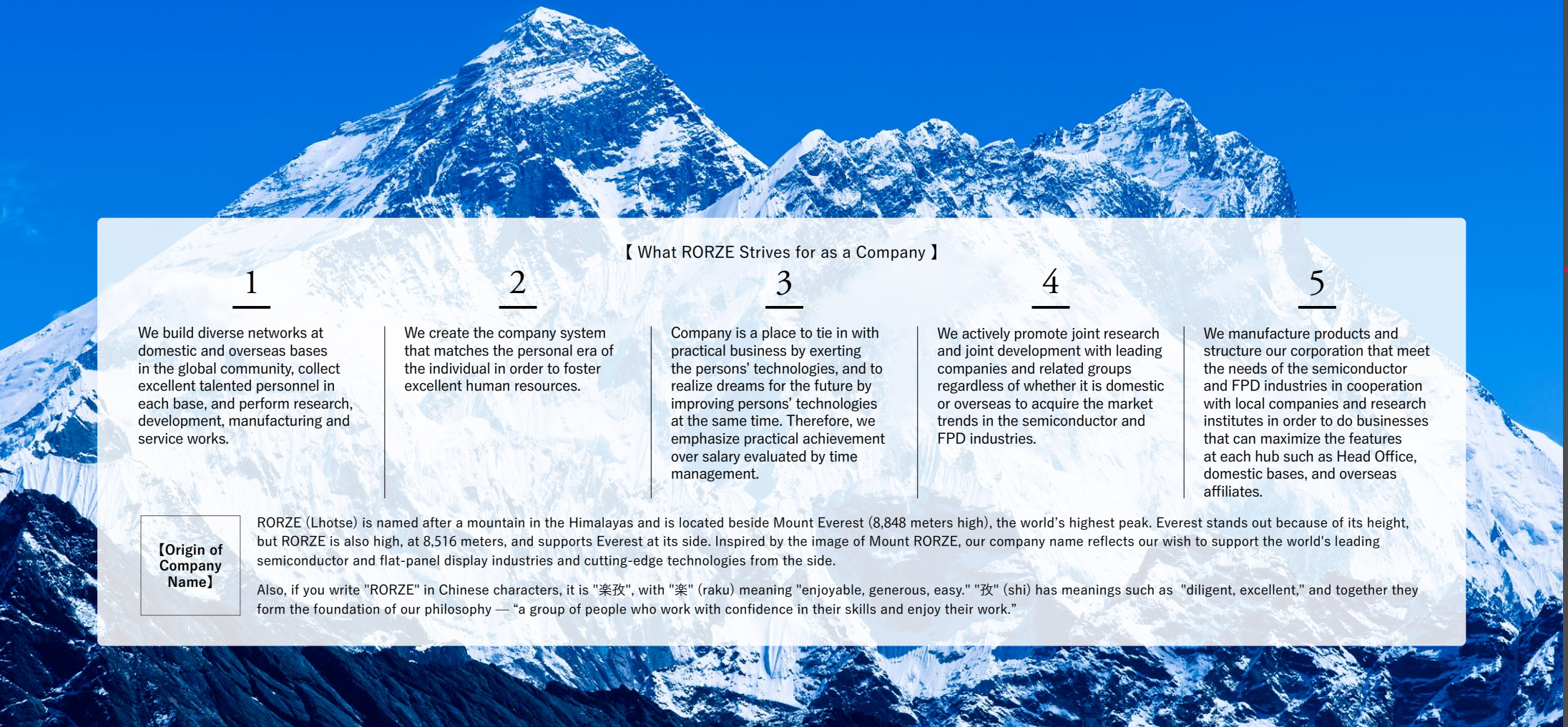
The employees of RORZE have always been committed to making products with close attention to the needs of our customers. We believe that these initiatives contribute to our stakeholders and will help achieve a sustainable future. Going forward, we will continue to anticipate the needs of society and the times, and reflect them in our products to continue creating the kinds of products that we have been known for. We are able to keep taking on these challenges thanks to our customers and suppliers who support us, and our shareholders who have faith in our company.

We will continue to be deeply grateful toward all of our stakeholders and strive for the sustainable growth of our business. We sincerely ask for your continued warm support for our business activities as we contribute to a bright future for humanity.

RORZE's Philosophy

Create what is not in the world

"We do not sell products similar to those already on the market, only those that are will become newsworthy."
Based on this conviction since our founding, we have contributed with our own products to the semiconductor and flat-panel display industries.
We will continue to always look one step ahead and work with our customers to develop high value-added products and take on new industries,
contributing to sustainable growth and the realization of an innovative society.



【 What RORZE Strives for as a Company 】

1
We build diverse networks at domestic and overseas bases in the global community, collect excellent talented personnel in each base, and perform research, development, manufacturing and service works.

2
We create the company system that matches the personal era of the individual in order to foster excellent human resources.

3
Company is a place to tie in with practical business by exerting the persons' technologies, and to realize dreams for the future by improving persons' technologies at the same time. Therefore, we emphasize practical achievement over salary evaluated by time management.

4
We actively promote joint research and joint development with leading companies and related groups regardless of whether it is domestic or overseas to acquire the market trends in the semiconductor and FPD industries.

5
We manufacture products and structure our corporation that meet the needs of the semiconductor and FPD industries in cooperation with local companies and research institutes in order to do businesses that can maximize the features at each hub such as Head Office, domestic bases, and overseas affiliates.

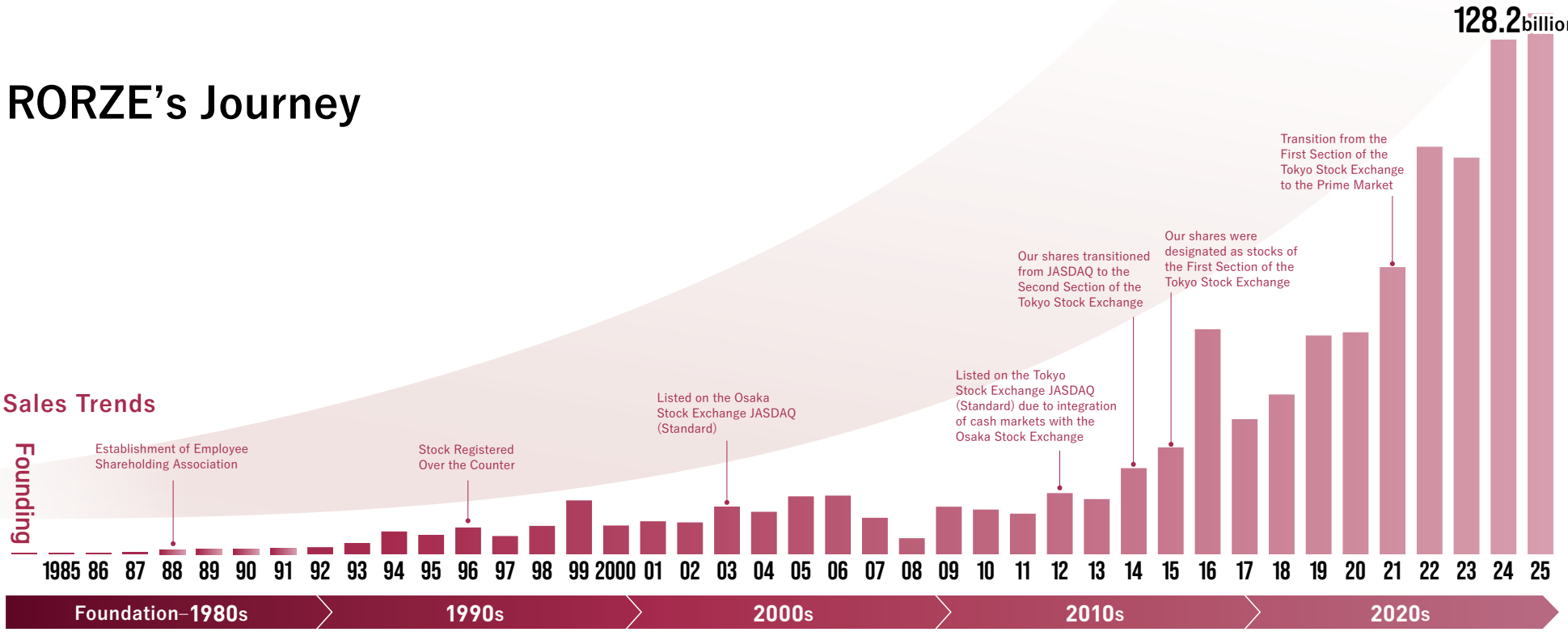
【Origin of Company Name】

RORZE (Lhotse) is named after a mountain in the Himalayas and is located beside Mount Everest (8,848 meters high), the world's highest peak. Everest stands out because of its height, but RORZE is also high, at 8,516 meters, and supports Everest at its side. Inspired by the image of Mount RORZE, our company name reflects our wish to support the world's leading semiconductor and flat-panel display industries and cutting-edge technologies from the side.

Also, if you write "RORZE" in Chinese characters, it is "楽孜", with "楽" (raku) meaning "enjoyable, generous, easy." "孜" (shi) has meanings such as "diligent, excellent," and together they form the foundation of our philosophy — "a group of people who work with confidence in their skills and enjoy their work."

RORZE's Journey

Sales Trends




Started in a single prefabricated hut

Head Office (Fukuyama City, Hiroshima) expanding with repeated construction and additions


Initial establishment of RORZE ROBOTECH (Hai Phong City, Vietnam)


Current Kyushu Factory (Koshi City, Kumamoto Prefecture)


Current Head Office (Fukuyama City, Hiroshima)


Factory of RORZE CREATECH SEMICONDUCTOR EQUIPMENT CO., LTD. (Shanghai, China)

1985
- Established RORZE CORPORATION in Fukuyama City, Hiroshima Prefecture (Capital 10 million yen)
- Announced Stepping Motor Driver RD-122

1987
- Announced Clean Robot RR304 for Semiconductor Wafer Handling

1988
- Increased capital to 35 million yen

1989
- Announced Clean Robot RR351 for Vacuum Transferring of Semiconductor Wafers
- Constructed new Head Office Factory (total floor space: 682 m²)

1993
- Announced Large Glass Substrate Handling Robot

1996
- Established RORZE TECHNOLOGY, INC. in Hsinchu Science Park, Taiwan (became a subsidiary in 1997)
- Established subsidiary RORZE ROBOTECH INC. (now: RORZE ROBOTECH CO., LTD.) in Hai Phong City, Vietnam
- Established subsidiary RORZE AUTOMATION. INC. in Milpitas, California, U.S.A.

1997
- Established subsidiary RORZE SYSTEMS CORPORATION in Suwon, Gyeonggi-do, Korea

2000
- Completed expansion construction of head office (total floor space: 12,185 m²)
- New office building for Kyushu FA Center (now: Kyushu Factory, Koshi City, Kumamoto Prefecture) completed (total floor space: 6,692 m²)

2005
- Acquired shares of IS Technology Japan Co., Ltd. (now: RORZE Lifescience Inc.), launching Life Science Business

2008
- Established subsidiary RORZE TECHNOLOGY TRADING CO., LTD. (now: RORZE CREATECH CO., LTD.) in Shanghai, China

2012
- Announced the new controller driver RMD series for stepping servo control systems, and the robots, load ports, aligners, and wafer transfer systems that use it
- Developed N2 purge-compatible wafer stocker

2015
- Announced the cell culture device "CellKeeper" equipped with automatic medium exchange function

2016
- Announced the mechatronic CO_2 incubator "SCALE48" for automatic cell culturing

2019
- Established subsidiary RORZE ENGINEERING GmbH in Dresden, Saxony, Germany

2021
- Established RORZE CREATECH SEMICONDUCTOR EQUIPMENT CO., LTD. in Shanghai, China as a production base

2023
- Became parent company of IAS Inc. in Tokyo (now: RORZE IAS Inc.), which specializes in automation of analytical equipment

2024
- Subscribed to the capital increase of Nanoverse Technologies, Ltd. in the U.S., which is mainly engaged in development, manufacturing, and sales of semiconductor manufacturing equipment
- Acquired Genostaff Co., Ltd. in Tokyo, which specializes in contract research for tissue staining and gene function analysis (subsidiary of RORZE Lifescience Inc.)
- Started operations of affiliated company Preciv Co., Ltd. in Vietnam, which manufactures and sells precision machine parts

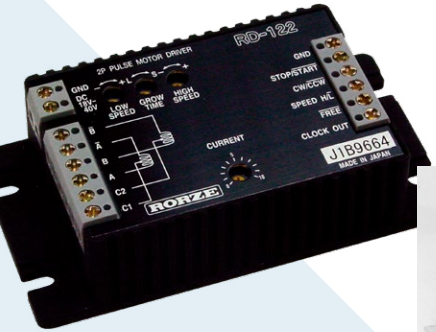
RORZE's Growth

RORZE began with the development of control devices such as stepping motor drivers and controllers. Today, in addition to control products, we also offer automation and transfer equipment for the semiconductor, flat-panel display, analytical, and life science sectors.

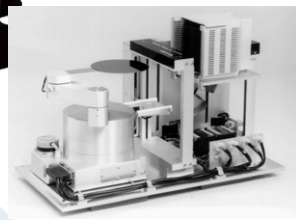
Growth 01 Establishment of the Technological Foundation

RORZE was founded in 1985, marking its first step in the field of automation technology. In the early days, we developed the stepping motor driver "RD-122" and commercialized proprietary control technologies for a range of drivers and controllers. Just a year later, we received the "Invention Award of Interest" from the Science and Technology Agency, earning high praise for our technical capabilities.

In 1987, we succeeded in developing the clean robot RR304 for semiconductor wafer transfer equipped with this control technology. In the following year, we succeeded in developing clean robots compatible with vacuum environments, officially entering the semiconductor market. We commercialized a method to automatically and cleanly transfer silicon wafers with robots—previously carried by humans or belt conveyors—this has become the current standard for wafer transfer. In 1989, we established a new headquarters and factory, aiming to expand both our products and production system. During the first few years of our founding, we established our technological foundation—this period can be considered the origin of our growth.



Stepping motor driver
RD-122



Clean robot RR304 for semiconductor wafer transfer

Announcement of the RACS300 Standard Cassette Station for 300 mm Wafer Compatibility

Growth 02 Business Expansion and Global Deployment

In the 1990s, RORZE strengthened its product lineup for the semiconductor and flat-panel display (FPD) markets and expanded its business domain. We developed large glass substrate transfer robots and improved our new headquarters, factory, and research facilities, thereby reinforcing our development and production system. From 1996, we started global expansion in earnest, establishing bases one after another in Taiwan, Singapore, Vietnam, and the United States. Vietnam, in particular, became a major production base and was recognized as the first high-tech enterprise in Vietnam, gaining international recognition. In 1997, we entered the South Korean market and listed our shares over the counter, further solidifying our corporate foundation. We led the industry with the commercialization of platforms compatible with 300-mm wafers and new transfer technologies—developing products ahead of market needs—establishing a growth strategy that combines technology and international expansion.

Growth 03 Diversification and Further Evolution

From the 2000s onward, RORZE has expanded and strengthened its business domain, in addition to the core semiconductor and FPD fields. Through site establishment in the regions such as China and Germany and large-scale factory expansion in Vietnam, we have accomplished a global production and support system. In our primary semiconductor field, we are building a more stable and efficient mass-production system. Furthermore, in 2016, we transitioned to the First Section of the Tokyo Stock Exchange (now: Prime Market), further enhancing our corporate value and reliability.

We also began full-fledged entry into the life science field. We successively developed products for medical and research purposes, such as cell culture equipment, media exchange systems, and mobile robots for laboratories. Through the acquisition and establishment of group companies, we are enhancing our capability for product development and market expansion.

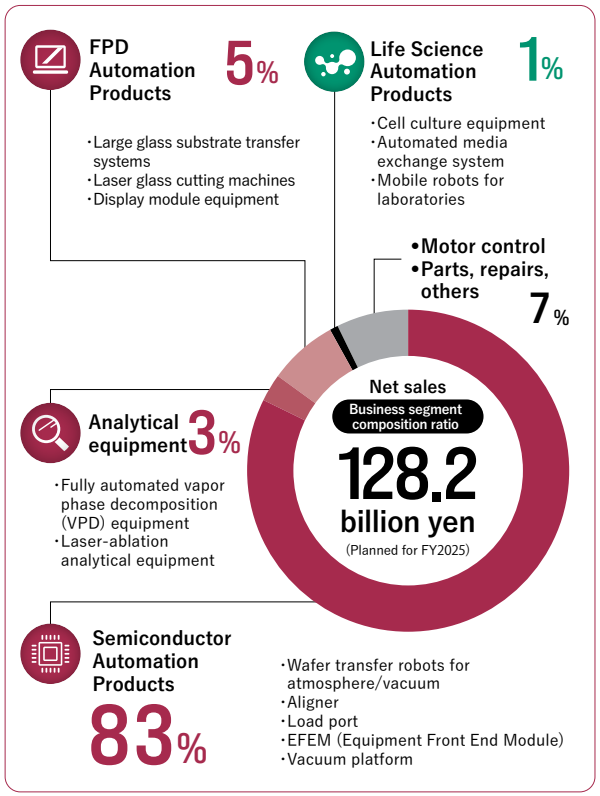
Since 2023, we have been exploring new growth areas by acquiring businesses in analytical equipment and gene research support. Through the diversification of automation technologies, RORZE continues to evolve as an organization supporting the digital society and the life science field.

RORZE ROBOTECH Vietnam Factory

Fully automated media exchange system

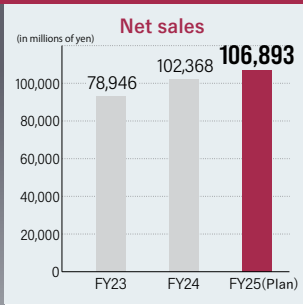
Main Businesses and Portfolio

In RORZE's core "Semiconductor/FPD Automation Product Business," we offer semiconductor automation products such as wafer transfer robots and systems; analytical equipment for automatic ICP-MS* analysis of metallic impurities in silicon wafers; and FPD automation products including transfer robots and glass cutting equipment for LCDs and OLEDs. Meanwhile, in the Life Science Business, we are focused on automated equipment for cell culture and meeting the needs of the medical and research fields.



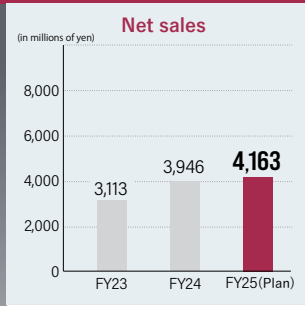
* ICP-MS (Inductively Coupled Plasma Mass Spectrometry): An analytical technique used for detecting trace metallic elements, also known as an inductively coupled plasma mass spectrometer.

Semiconductor automation products



We design, develop, manufacture, and sell clean transfer robots and transfer equipment (systems) used in pre-processing steps of semiconductor wafers. Our equipment, boasting industry-leading cleanliness and excellent robustness, is used across a variety of processes in semiconductor factories worldwide.

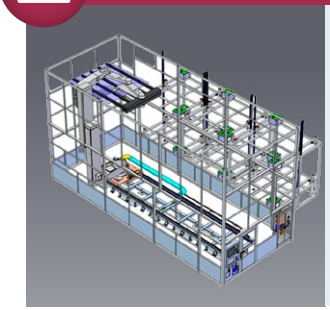
Analytical equipment

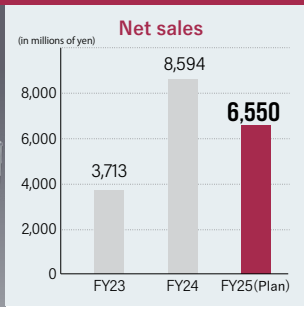


We design, develop, manufacture, and sell equipment for the automatic analysis of metallic impurities in gases, chemicals, and silicon wafers. The system integrates ICP-MS* (Inductively Coupled Plasma Mass Spectrometry) and has been delivered mainly to global semiconductor manufacturers, as well as to research institutes and chemical manufacturers, earning trust and a proven track record.

note: Recorded from the fiscal year ending February 2024, with changes in scope of aggregation for the fiscal year ending February 2025

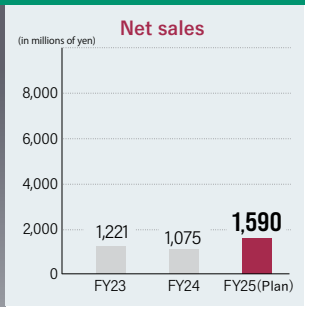
Flat-panel display (FPD) automation products





Utilizing the core technologies cultivated in semiconductor wafer transfer, we develop and manufacture clean and highly reliable automation systems—such as transfer systems for OLED and LCD FPD manufacturing and laser glass cutting machines—primarily in South Korea and Vietnam.

Life science automation products



Focusing on drug discovery research and regenerative medicine, we leverage our expertise in automated transfer systems to develop, manufacture, and sell automated cell culture solutions, including fully automated media exchange systems and mobile robots for laboratory use.

Business Overview

Initial plan for FY2025

Net sales (consolidated)	Operating profit	Operating profit margin	ROIC
128.2 billion yen	30.3 billion yen	24%	15%

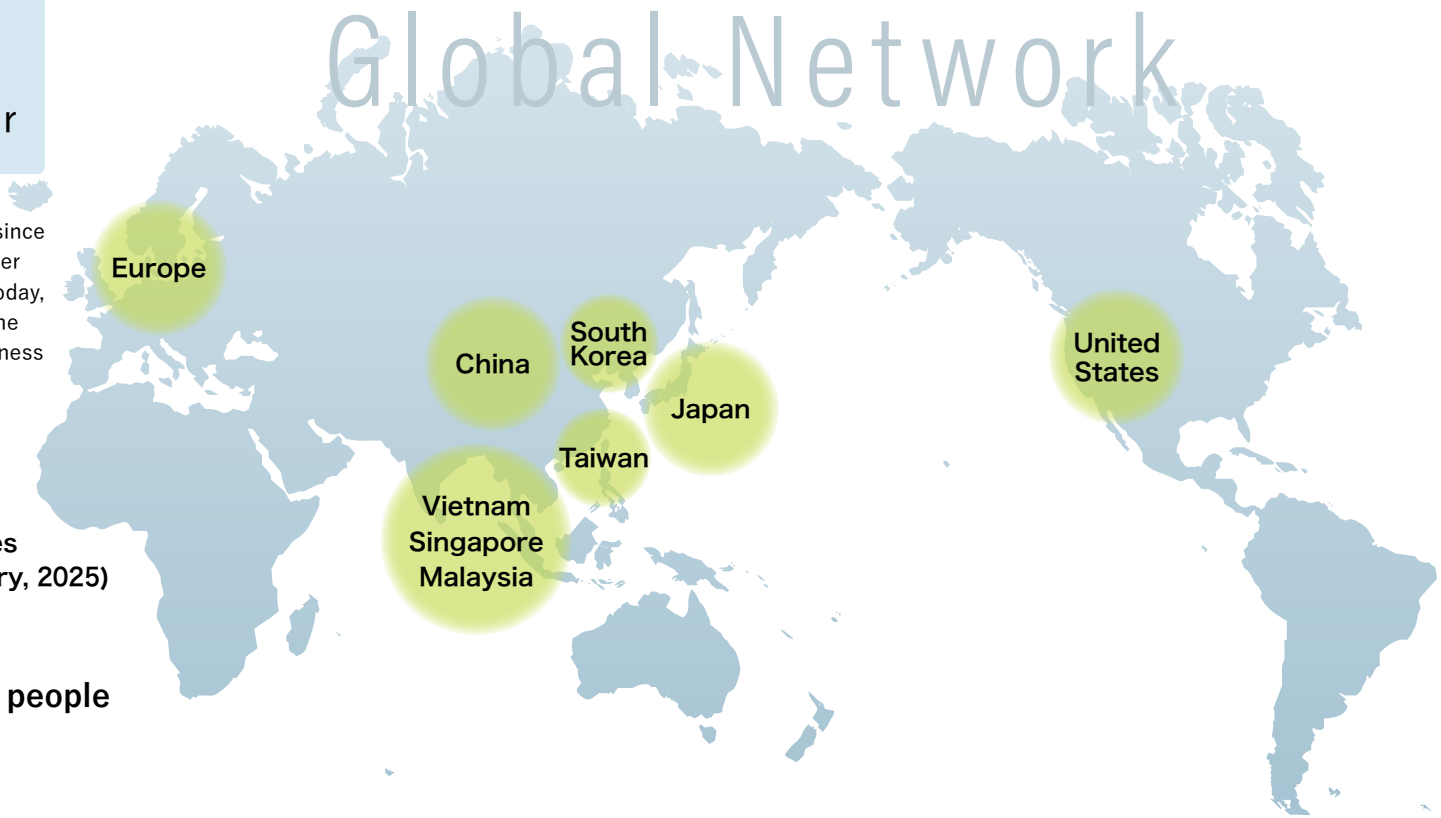
10-year average growth rate

Net sales	Operating profit
20%/year	26%/year

RORZE has accelerated its global business expansion since the mid-1990s, developing semiconductor wafer transfer systems to meet the needs of customers worldwide. Today, as a wafer transfer system manufacturer with one of the world's top shares, we aim for further growth and business expansion together with our customers.

Global expansion

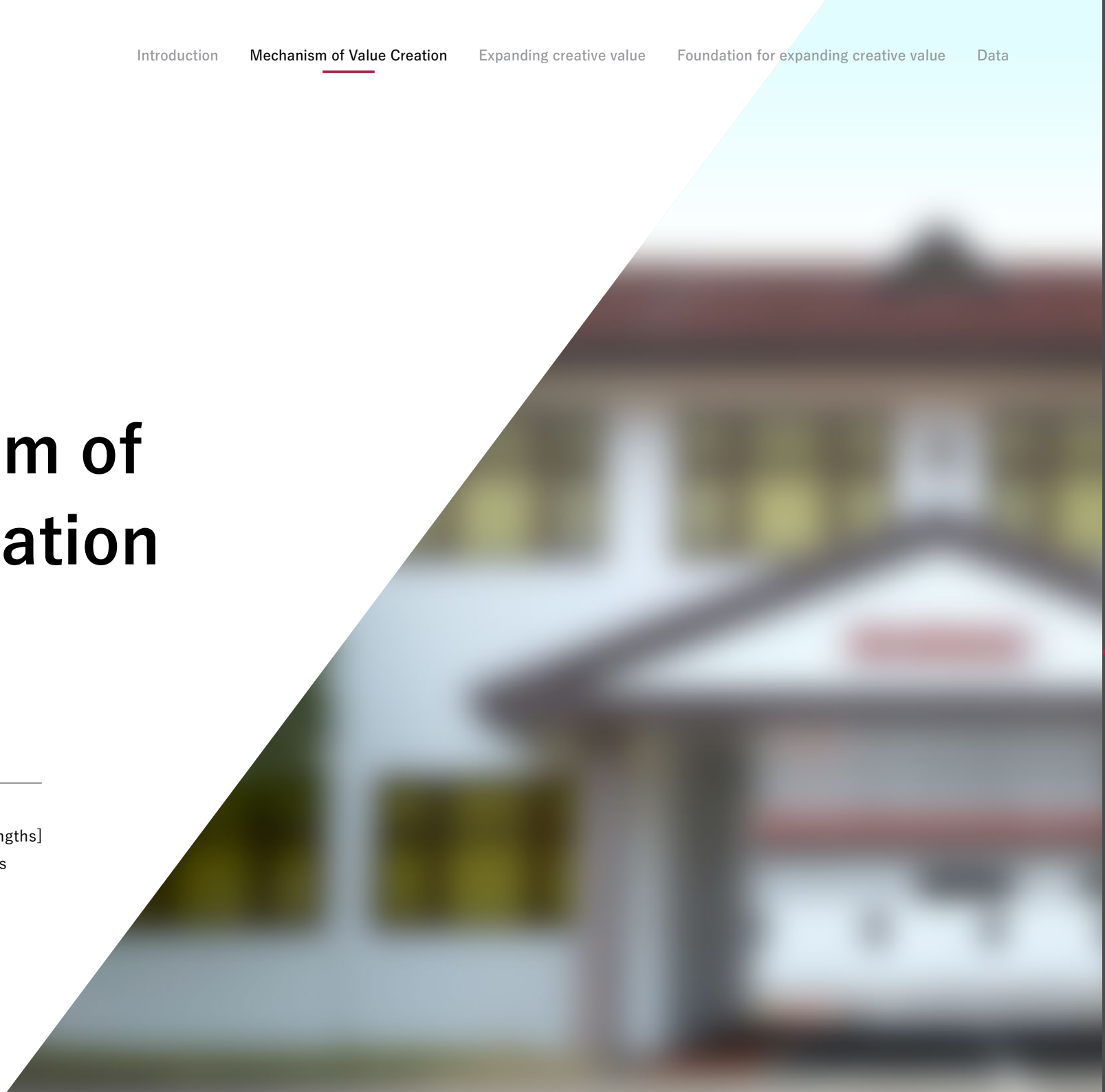
Countries and regions	Number of employees (as of end of February, 2025)
11	4,508 people



CONTENTS

01

Mechanism of Value Creation



Contents

Value Creation Process

Our Group promotes value creation that achieves both solving social issues and sustainable growth, centered on our mindset of unique technology and co-creation. Together with next-generation talents, we expand future-focused initiatives with respect for the environment, human rights, and diversity, aiming to adapt flexibly to change and continue to grow together as a company.

Social issues / Eternal environment Changes in global and domestic environments

Input

Capital that creates value

Financial capital
- Shareholders' equity: ¥**105.6** billion
- ROE **25%**

Manufacturing capital
- Property, plant and equipment: **¥2.4** billion
- Ratio of capital investment to net sales: **2%**

Manufacturing sites:
6 countries & regions / **11** cities

Human capital
- Number of employees (consolidated): **4,508**
- Ratio of overseas employees: **90%**

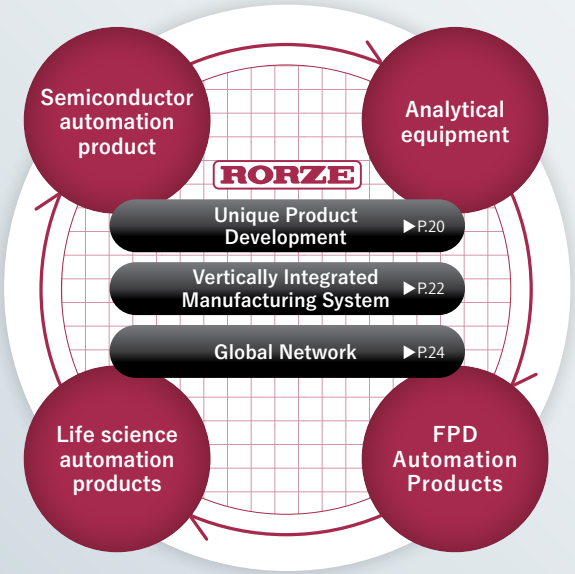
Intellectual capital
- Number of patents held: **130**
- R&D investment: **¥1.2** billion

Social capital
- Long term and stable customer base of both end-users and equipment manufacturers
- Domestic and overseas site network close to key customers
- Collaborative relationships with local companies and research institutions

Natural capital
- Total Energy consumption: **370** TJ

Our Value

Imagine the next generation and create what is not in the world.



Materialities (Important Issues)

Based on social issues, identify risks and opportunities and set key issues to aim for both realizing a sustainable society and enhancing corporate value

- Environmental response and contribution to a decarbonized society
- Respect for human rights and success of diverse talent
- Contribution to technological innovation and solving social issues
- Strengthening governance and establishing reliability

Output

Products / Service

- **Industry-leading transfer systems with outstanding reliability and efficiency**
- **Development and provision of highly reliable systems that meet the needs in the flat-panel display market**
- **Development of cell culture equipment utilizing technology built up in the semiconductor automation product area**

Economy (FY2024 Performance)

Net sales **124.4** billion yen

Operating profit **32.0** billion yen

Gross profit margin **40%**

Operating profit margin **26%**

ROIC **16%** (**16.3%**)

Environment (FY2024 performance)

CO2 emissions increased by **7.0%** YoY
(CO2 emissions per net sales down 19.8%)

Scope1&2 **32** $ktCO_2$-e

Scope3 **806** $ktCO_2$-e

Waste recycling rate **36%**

Outcome

Contributing to the realization of an innovative society

Global development of next-generation manufacturing technology

Social value

Customers / Users
- Customer value creation and continuous growth
- Streamlining of manufacturing processes and quality improvements

Employees
- Personal growth and company growth are two wheels working together
- Aiming to create an environment where engineers can work with passion

Suppliers
- Building long-term partnerships
- Taking on challenges together in the spirit of co-creation

Shareholders and other investors
- Achieving growth that exceeds funding expectations
- Returning long-term business capital and balanced profits

RORZE's Strengths [Cultivated Strengths]

Unique Product Development

From its founding, RORZE has pursued the ideal of competing on a global stage by making products themselves the news, rather than relying on advertising media. It is our belief to launch only products with high added value. This belief is embodied in the motto, "Create what is not in the world."
To fulfill this mission, we believe the company should be a place where every employee can blossom technically and realize their dreams and aspirations.

Roots of Strength

Since our founding in 1985, we have developed our own motor control drivers and controllers as an autonomous distributed processing system. This enabled complex and highly precise control with multiple motors and achieved miniaturization at the same time. With this proprietary control technology as the core, in 1987 we launched the clean robot "RR304" using a magnetic fluid seal focused on low particle generation for semiconductor wafer transfer. This brought innovation to the semiconductor manufacturing plants of the time and laid the foundation for today's industry standards.


Stepping motor driver "RD-122"


Clean robot "RR304"

Vertically Integrated Manufacturing System

From core technologies that form the basis of our products (mechanical structure, control units, various sensors) to the software that optimally controls them, we complete all stages of development within our corporate group. In production as well, we operate our own integrated system covering everything from material processing upstream to product assembly downstream. We have created uncompromising, high-quality products while ensuring a stable supply to customers.

Roots of Strength

Although assembly had been our specialty, we decided to build a factory in Vietnam in 1996 to establish an integrated manufacturing system, including machining and assembly. At the time, foreign companies were still rare in Vietnam, and naturally, there were no machining suppliers essential to our business in the area. We started by introducing machine tools into the factory and, with technical support for processing from several Japanese suppliers, we began production in Vietnam.



Vietnam Factory at founding

Global Network

RORZE, looking ahead to market expansion and global business growth, is developing bases worldwide. With the goal of engaging with customers in each region more closely and accurately grasping local requirements and needs to build business together, we have established sales and service bases. This enables quick and detailed responses, leading to the establishment of competitiveness and trust in the global market.

Roots of Strength

As the semiconductor manufacturing market expanded from Japan to the world, we accelerated the establishment of overseas sites to keep pace with this speed. In 1996, we established RORZE TECHNOLOGY, INC in the Hsinchu Science Park in Taiwan and RORZE AUTOMATION, INC. in Milpitas, USA. In the following year, 1997, we opened RORZE SYSTEMS CORPORATION in Yongin, South Korea. We pushed forward with global expansion without hesitation.


Taiwan Office at founding


South Korea Office at founding

RORZE's value creation growth strategies: Create what is not in the world

Director HAYASAKI Katsushi

Since our founding 40 years ago, we have embraced the vision of "Create what is not in the world," which has been the driving force behind our business growth.

At the time of our foundation, our founder SAKIYA found it difficult to secure advertising expenses. Based on the idea that "If we make something new enough to be covered by newspapers, that itself will serve as advertising and sales will naturally follow," he developed the world's smallest motor driver and controller, as well as the world's first wafer handling robot. These innovations were picked up by newspaper articles, making our company widely recognized in the industry. This vision of "Create what is not in the world" became the source of our current core products, and has been established as a superior management strategy. Even now, this principle remains at the core of RORZE's management philosophy

As for concrete growth strategies going forward, while steadfastly adhering to the vision of "Create what is not in the world," we will integrate manufacturing strategies based on our product development capabilities and sales strategies that leverage strong relationships with end users, thereby achieving sustainable growth.

In contrast to competing robot makers who mainly sell to equipment manufacturers, our company not only sells to equipment manufacturers but has also established a framework for receiving advance orders for automation equipment from semiconductor manufacturers, the end users, thereby building balanced relationships with both equipment manufacturers and end users. This very position is a major strength that enables RORZE to maintain a high market share.

The strength of this market position lies in our access to confidential information from the upstream to the downstream of the semiconductor industry. Even if no single company provides us with all the information, by integrating fragmented requests from multiple end users, we can anticipate the technological elements demanded by next-generation semiconductors. This allows us to develop new products ahead of the market and obtain patents.

In this way, RORZE's unique market position and technological development capabilities work together to continually support our vision of "Create what is not in the world."

Growth strategies for global expansion

In 1995 to 1996, we decided to establish a production base in Vietnam to build a Vertically Integrated Manufacturing System and to address the strong yen. Initially, there was resistance from customers to purchase these products due to their trust in products manufactured in Japan. However, with the technical cooperation of Japanese suppliers, customers recognized the quality of and began to trust these products two years after production began. Today, about 3,000 employees share processes, undergo continuous training, and have all products checked by quality assurance staff, creating a stable and high-quality production system. We have also introduced high-precision and highly durable machine tools—so impressive that customers compare them to equipment used for processing luxury car engines—allowing us to deliver clean, high-quality products with few defects.

When I joined the company in 1998, sales were ¥4 billion, and the overseas sales ratio was just 10%. Awareness of our company was low in overseas markets and due to the strong yen, we continued to struggle. In Europe and the U.S., local manufacturers held most of the market share, and RORZE's robots were sometimes rated as “slow and heavy,” but we persistently promoted our strengths of cleanliness and reliability. I will never forget the joy I felt when customers eventually said, “You weren’t lying after all.” Our first overseas customer was a German company. By thoroughly explaining the benefits, we won high praise from a U.S. service manager, who said, “This is dynamite,” an impression that still stands out in my memory, and that bond of trust continues today.

Today, nearly all of our medium and large customers continue to use our products, and to my recollection, only one company in South Korea, which did not require our strengths, has switched away. We have even received feedback from the field that since switching to RORZE robots, of “we can sleep much better,” as fewer problems have greatly reduced the burden on operations. In the semiconductor industry, which is aiming for full automation, the value of “not stopping” is increasing, and some of our products have an MTBF (Mean Time Between Failures) of over 30 years.

These experiences have convinced us that trusted quality is the greatest sales force. Going forward, we will continue to expand a system globally in which products sell themselves based on quality and reliability, and we will accelerate the strategy of “spreading what is not in the world around the globe.”

Human resource strategies that support the semiconductor-related industry

The key to our sustainable growth is “securing and developing human resources.” With the rapid growth of the semiconductor industry, hiring excellent engineers is one of the most pressing issues. Since our headquarters is located in Fukuyama City, which presents geographical limitations, we are strengthening our recruitment in urban areas through the expansion of the Yokohama Branch Office. Overseas, we are also promoting employment and development of local talent by collaborating with Group bases such as our factories in Vietnam. These initiatives are helping foster a flexible and sustainable organizational culture that enables us to work with a diverse workforce globally.

New employee training features curriculum such as completely disassembling and reassembling products to operate by themselves, promoting hands-on understanding. This is to nurture engineers who can think for themselves about the essence, not only in design, and remain of long-term value. On the other hand, the pace of growth has sometimes outstripped our ability to secure talent, leading to customer complaints or loss of new business. This represents our greatest management risk. We will strengthen our recruitment and development system going forward, aiming to build a sustainable human resource foundation linked to our sustainability policy.
In this way, by focusing on the appointment and nurturing of human resources, we will comprehensively pursue the sustainability of society, the environment, and talent. Through these initiatives, we will lead the industry as an integrated force of technology, organization, and human resources, and establish a solid position in the semiconductor industry as a company resilient to change. RORZE will continue to be a company that keeps running without stopping and possesses the execution power to realize change, always taking on new challenges toward the future.

CONTENTS

02

Expanding Creative Value Utilizing Our Strengths

Contents

Utilizing Strengths in Business Processes 01

Unique Product Development

We do not sell products equivalent to those already sold by other companies—we offer products with higher added value.

Leading the way in semiconductor wafer transfer systems with proprietary technologies and research & development

Since announcing a wafer transfer robot equipped with original control technology, we have continuously engaged in product development with an eye on the future of semiconductor manufacturing. As semiconductors advance in functionality and miniaturization, we consistently anticipate manufacturing site needs, in pursuit of a high degree of cleanliness and robustness. We develop products backed by numerous patented technologies, such as load ports with unique opening/closing mechanisms and differential pressure plates that control internal airflow.
As a pioneer in semiconductor wafer transfer systems, we will continue to deliver creative market-leading products.

[Cleanliness]

PWP 0.004 @10 nm average

RORZE's products achieve a high level of cleanliness, generating an average of only 4 or fewer particles of 10 nm or larger during 1,000 wafer transfers.
PWP：Particle per Wafer Pass(number of particles on a wafer per pass)

[Robustness]

MTBF>25yrs for Robot

RORZE's robots boast extremely high robustness with a mean time between failure of over 25 years.

MTBF：Mean Time Between Failures

*** About nm (nanometer)**

1mm (millimeter)

Ruler scale

1μm (micrometer)
1/1,000th of 1mm

Red blood cell

1nm (nanometer)
1/1,000,000th of 1 mm

DNA

Manufacturing system supporting development

As RORZE produces in house, issues and insights gained on site can be fed back quickly to R&D without unnecessary filtering.

Additionally, members from production actively exchange opinions with R&D from the early stages of design for close, bidirectional communication.

This system enables us to pay greater attention to detail in manufacturing in response to customer demands.

Sales & service direct development

Just as with production, sales and service are also consistently handled internally by our group. This allows us to hear directly from customers on the front lines and quickly and accurately provide valuable feedback to R&D.

This system enables us to rapidly and precisely incorporate customer requests into product development.

Unique Product Development

TOPICS

Birth of proprietary N2 Smart Purge product

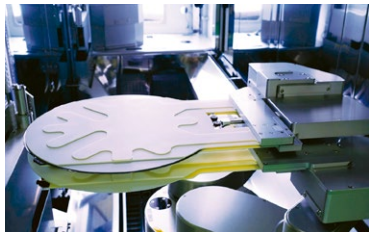
As semiconductor functionality continues to advance, manufacturing processes demand not only further miniaturization but also greater precision. One notable requirement that has emerged from customers is the need to prevent wafer oxidation as much as possible in order to improve yield.

As a countermeasure, while other companies opted to fill the entire interior of the equipment with nitrogen, we developed our N2 Smart Purge technology, which locally maintains low humidity only in the area where the wafer passes through.

This groundbreaking technology, which excels in safety, cost, and space-saving, was patented and has received high praise from customers. Furthermore, the product applying this technology, the N2BWS (N2 Bare Wafer Stocker), has grown into a hit product in the industry.

N2BWS

Robot equipped with umbrella hand



Equipped with an umbrella hand that purges the wafer surface in the robot's finger section, maintaining a low-humidity environment during transfer.

Purge-function-equipped shutter-type load port

A load port with a shutter mechanism that opens and closes only where the wafer passes through. Maintains a low-humidity environment inside the FOUP.

Purge-function-equipped aligner

A shutter-type opening is installed in the aligner to purge the wafer area, controlling a low-humidity environment during alignment.

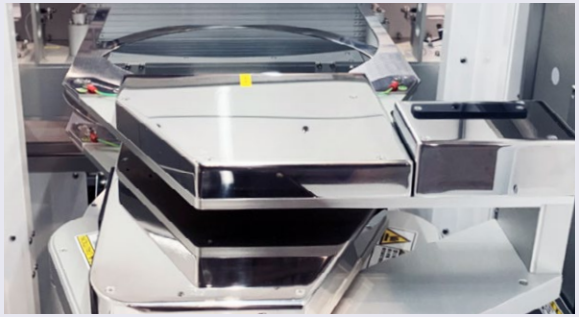
Future Growth Strategy

Product development for advanced packaging

As the use of semiconductors expands in cutting-edge fields such as AI and data centers, manufacturing technology is undergoing major transformation, with importance shifting from primarily front-end to back-end and packaging processes.

RORZE is accurately responding to this change, shifting our business from offering individual equipment to proposing total solutions that encompass peripheral devices, software, and maintenance. With a particular focus on the rapidly growing advanced packaging market, we are building a structure that provides consistent support from installation through operation and maintenance, including teaching support, building transfer lines, automatic correction using sensors, and predictive maintenance using AI. We aim to build long-term partnerships with our customers and achieve continuous growth.

Robot for handling tape frame wafers



* Advanced packaging is a technology that splits and manufactures functions such as CPUs and memory as "chiplets" and combines them in the optimal way. These are also stacked in three dimensions, leading to further miniaturization and greater diversity in items being transferred.

  At our company, in addition to 300-mm wafers, we are engaged in developing products that flexibly respond to a variety of transfer items such as tape frames, glass substrates, and panels.

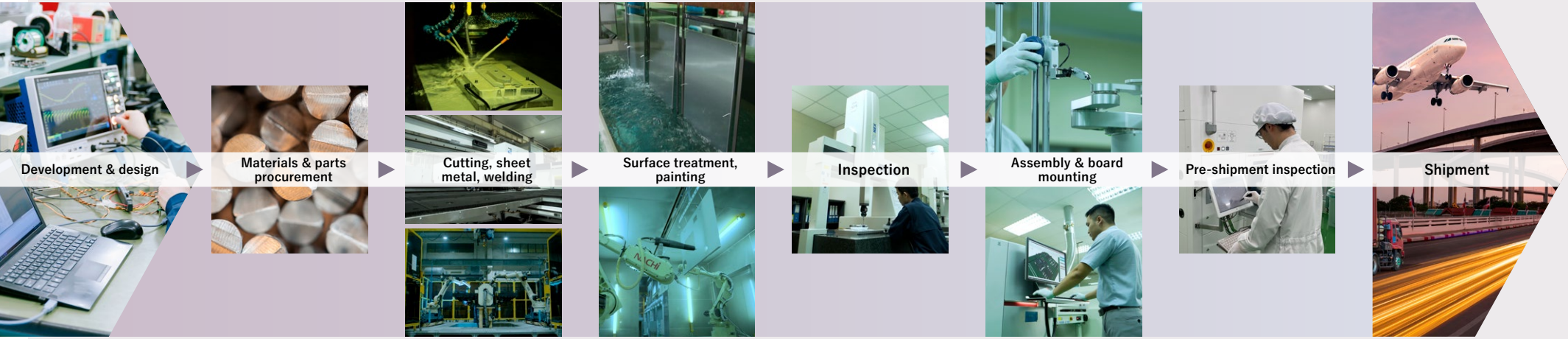
Leveraging Strengths in the Business Process 02

Vertically Integrated Manufacturing System

The entire process from the development and design of core technologies to manufacturing is completed within the RORZE Group.

All processes in house—delivering achievable high quality and optimal lead times

RORZE consolidates all processes within its own group, from material selection, machining, parts procurement, assembly, to inspection. This enables us to achieve cost reduction and optimization through component standardization, as well as detailed development and design unique to group-integrated operations. In addition, by collaborating with customers, we support the development and production of new products that combine optimal lead times, high quality, and high flexibility. Because we handle everything within the group, we can swiftly respond to various changes in the external environment.



Vertically Integrated Manufacturing System

Enhanced Design Capability through Collaboration between Japan and Vietnam

We station design engineers at the Vietnam Factory, who work closely with Japanese engineers. Through mutual exchange, we achieve skill improvement locally and more detailed design and manufacturing support close to the production site. This enables us to flexibly respond to customer requirements and ensures high production quality at our Vietnam mass-production factory.

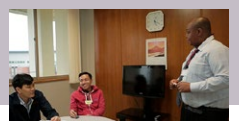
TOPICS

Why did RORZE build a factory in Vietnam?

At that time, due to a historically strong yen (around 80 yen to 1 USD), the dollar-based price of domestic production soared. As a result, many customers voiced concerns that prices were too difficult, making overseas production unavoidable. Therefore, we visited several candidate sites for factory construction in regions with cost advantages for major materials, electricity, and labor. After experiencing the diligence and earnestness of the Vietnamese people during our visit, we became convinced that Japanese-quality manufacturing could be achieved there and began construction of the local factory in 1996. At the time of establishment, there were concerns about quality, but with technical cooperation from Japan and the growth of local staff, we acquired Vietnam's first high-tech company certification in 1998. Today, unlike in Japan where skilled workers handle all the assembly processes, in Vietnam about 3,000 employees share processes and undergo long-term training. By establishing a position as a mass-production factory for the RORZE Group with stable quality not dependent on individual skills, we have gained high trust to the extent that customers touring the factory feel reassured about the production system. In addition, through multifaceted efforts such as improvement of work environment, language learning support, and company events, we maintain high employee motivation.

Vietnam Factory at the time of construction

Current Vietnam Factory



Future growth strategy

Vietnam expansion and production system automation

RORZE is steadily advancing the development of a global production network centered on its Vietnam Factory with a mid- to long-term perspective. The Vietnam Factory has operated for many years as our main factory thanks to a stable labor force, favorable business environment for foreign investment, and political stability. Currently, we are planning further facility expansion toward 2027 and are considering a shift to an automated production system where robots build robots. We aim to build a sustainable production framework that is resilient to labor constraints, driven by progress in automation. By combining technologies such as AI-based self-optimization, automated transport, and remote monitoring, we are working to build a smart factory that enables highly efficient production with a small workforce.

Business Continuity Plan (BCP)

When the Kumamoto earthquake struck in 2016, our Fukuyama Headquarters Factory immediately started alternative production, proving the effectiveness of our BCP (Business Continuity Plan). Currently, the Vietnam Factory is our main mass-production site, but given geopolitical risks and changes to the global environment, reliance on one location carries certain risks. Therefore, we are strengthening collaboration between domestic factories in Fukuyama and Kumamoto as well as other overseas sites, promoting multi-location and decentralized production. We will continue to optimize the balance of production capacity both domestically and overseas to maintain a stable supply system under any business circumstance.

Leveraging Strengths in the Business Process 03

Global Network

Toward a system that creates value together with customers, closer than ever around the world.

China

Beijing
Shenyang
Dalian
Suzhou
Hangzhou
Nanjing
Hefei
Xiamen
Wuhan
Shanghai
Shenzhen


▶RORZE CREATECH CO., LTD.
▶RORZE CREATECH SEMICONDUCTOR EQUIPMENT CO., LTD.

Europe

Dresden, Germany
Grenoble, France
Dublin, Ireland

▶RORZE ENGINEERING GmbH

Taiwan

Hsinchu
Taichung
Tainan

▶RORZE TECHNOLOGY, INC.

United States

Fremont
Portland
Phoenix
Beaverton

▶RORZE AUTOMATION, INC.
▶Nanoverse Technologies, Ltd.
Semiconductor Manufacturing Equipment Development Business

South Korea

▶RORZE SYSTEMS CORPORATION

Japan

▶RORZE CORPORATION
Head Office, Factory

▶RORZE Lifescience Inc.
▶Genostaff Co., Ltd
Life Science Business

▶RORZE IAS Inc.
Analysis Equipment Business

▶RORZE CORPORATION
Kyushu Factory

▶RORZE CORPORATION
Yokohama Office

Singapore / Malaysia

▶RORZE TECHNOLOGY SINGAPORE PTE. LTD.

Vietnam


▶RORZE ROBOTECH CO., LTD.

▶RORZE SYSTEMS VINA CO., LTD.

- ▶Head Office, development, production, sales, support
- ▶Development, production, sales, support
- ▶Sales, support
- ▶Development, production
- ▶ Life Science Business, Analysis Equipment Business, Semiconductor Manufacturing Equipment Development Business

Global Network

Delivering a Mechanism Where “Products Sell Themselves” Worldwide

RORZE has focused on developing products that become global topics of discussion, rather than relying on advertising power. As a result, we see many cases of engineers and officers, particularly those in the semiconductor industries of Europe and the US, where workforce mobility is high, who have experienced the quality and performance of our products and then recommend them at their new workplaces. This accumulation of trust allows our products themselves to act as “salespeople,” leading to expanded sales channels.

Additionally, while many competitors mainly sell to semiconductor equipment manufacturers, we were the first to establish a system that enables us to also receive direct orders for automation equipment from end-user semiconductor manufacturers. Through this, we are able to respond quickly to market feedback and build even closer partnerships and strengthen trust.

Our group builds its own global sales and after-service network to stay close to customers worldwide

RORZE has established a unique position that enables us to collect information from a wide range of specialized fields within the semiconductor industry by building positive relationships with both equipment manufacturers and end users. By utilizing this position, we are able to quickly capture next-generation technical trends by integrating and analyzing fragmented needs received from multiple customers.

Furthermore, even at the site of sales and after-sales service activities, we have developed a system to directly capture the voices of our customers. We leverage this on-site information to drive new product development, enabling us to bring products to market ahead of the competition. In this way, through efforts that combine market insight and technical development capabilities, RORZE is realizing its vision to “Create what is not in the world” in concrete ways.

A customer-centric production system supported by global expansion + localization

The RORZE Group respects the independent management of each subsidiary, and in Taiwan, the US, China, South Korea, and other regions, has established production systems capable of systemizing products. As a result, it has become possible to be close to customers in each region, directly listen to actual needs and requests, and perform final product finishing and adjustments while deepening a regionally-rooted understanding.

Future Growth Strategy

Standardization of global services

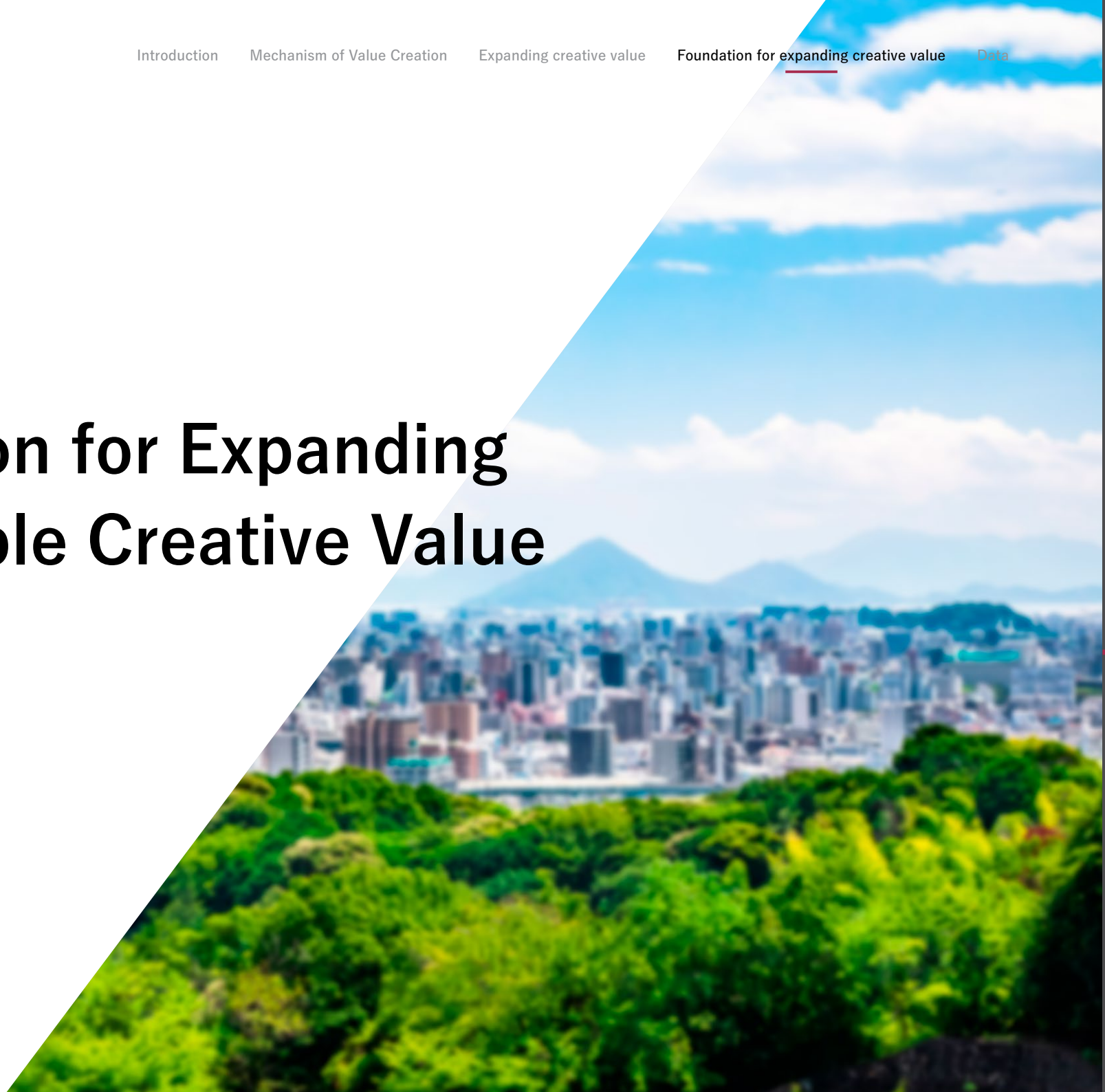
Until now, products manufactured at each regional base have been delivered to customers in that region, and local engineers have provided service support. However, as customers expand globally, there are cases where, for example, Taiwanese, Japanese, and American RORZE products are mixed together in the same factory. For this reason, providing uniform and high-quality global service has become a key management issue.

As a solution, RORZE Japan has taken the initiative in regular meetings and global training to share information among locations and build new support systems. The purpose of the training is not only to enhance skills, but also to strengthen the service network among members, and has been strengthening since fiscal year 2024. We will further enhance training in the future to improve service levels.

CONTENTS

03

Foundation for Expanding Sustainable Creative Value



Contents

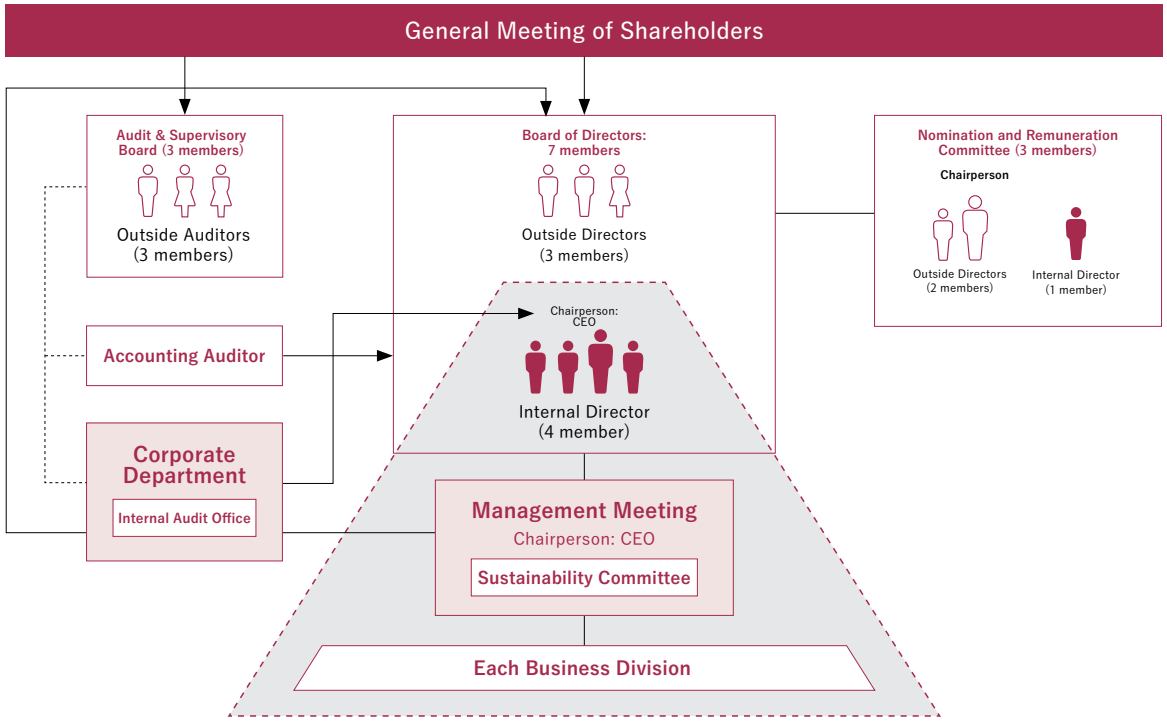
Sustainability Management

Value creation that brings out individual technologies

As a technological group that fully respects individuals, RORZE will engage in value creation in technological fields.

In order to grow into an unparalleled company worldwide, through sincere and fair business activities, we will put outstanding technologies as products on the global market, while accurately recognizing environmental and social issues and providing value toward resolving them.

Through these efforts, by evaluating the impact that business processes have on the environment and society and promoting continuous improvement, we aim to contribute to the sustainable development of society by working together with customers and partner companies as a value chain through co-innovation.



Promotion system

RORZE integrates environmental, social, and governance perspectives into management and pursues sustainable growth. By reducing greenhouse gas emissions, we address environmental issues such as climate change while fulfilling social responsibility globally, including encouraging diverse human resources, respect for human rights, and consideration for safety and health across global bases.

In 2022, to promote sustainability company-wide, the Sustainability Committee was established. The committee is chaired by CEO, mainly composed of members of the Management Meeting, and is generally held once every six months. The committee discusses matters such as risks related to Environment, Social, and Governance (ESG), business models and innovation, information disclosure policies, and submits decisions on company-wide policies to the Board of Directors. From fiscal year 2024, the committee will work on developing specific action plans for important issues and organizing disclosure in line with ISSB, aiming to balance technological innovation and social value and achieve sustainable enhancement of corporate value.

Materiality

RORZE sets mid to longterm measures, indicators, and targets for each materiality, and undertakes their achievement throughout the Group.
Progress is reported to the Sustainability Committee, which reviews and reinforces measures as necessary.

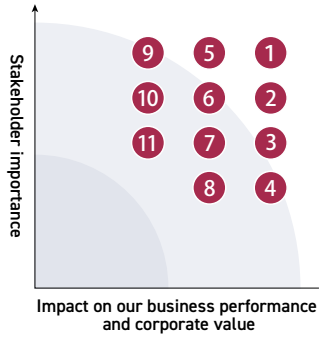
Identification process

STEP 1 Understanding the current situation surrounding RORZE

STEP 2 Selection of key issues and highest priority issues

STEP 3 Identification of materialities

Materiality map



List of key issues and measures

Materiality	Theme / Initiatives	Goal to aim for
1 Employee participation and diversity as the source of innovation	●Promotion of appointing human resources regardless of nationality, gender, etc. ●Career support for all offices globally	Promoting the creation of workplaces where diverse human resources can demonstrate their abilities by providing them with creative jobs and fair treatment. We aim to further increase the ratio of women (8%) and foreign nationals (36%) in core positions (as of 2024) and foster an organizational culture that supports innovation.
2 Building relationships with local communities and respect for human rights	●Creation of local employment and provision of skills education ●Community contribution activities from the perspective of next-generation development	At each global location, while considering human rights, we promote coexistence and trust-building with local communities through local job creation and support for nurturing human resources. At each global base, we listen to stakeholder voices and aim to be a responsible corporate citizen.
3 Management of environmental, social, and governance risks through the supply chain	●Formulation of sustainable procurement guidelines ●Supplier evaluation and feedback	We have formulated sustainable procurement guidelines that require suppliers to consider environmental issues and human rights. Through dialogue and information exchange with suppliers, we build a globally responsible procurement system.
4 Fair work	●Operation and transparency of fair evaluation and remuneration systems ●Labor management promotion considering the health of employees and work-life balance	We realize a rewarding and diverse work environment through highly satisfactory remuneration and evaluation systems, labor time management considerate of childcare, nursing care, etc., and well-developed benefits.
5 Environmental impact through the lifecycle of products	●Lifecycle assessment (LCA) of products ●Promotion of maintenance and overhaul of products	Through energy-saving design and longer product life, we reduce environmental impact from the use to disposal of products. By introducing LCA, we aim for sustainable manufacturing.
6 Mitigation of global warming	●Introduction of renewable energy ●Development of energy-saving products ●Strengthening the monitoring system of emissions data	With the goal of reducing Scope 1 and 2 GHG emissions by 50% compared to 2019 by 2030, we aim to introduce renewable energy and energy-saving equipment. With a view toward achieving carbon neutrality by 2050, we aim to build a sustainable production system.
7 Maintaining high ethics and transparency	●Thorough implementation of our Code of Conduct through regular in-house training, etc.	Practicing sincere and highly transparent corporate behavior by strengthening the hotline/internal reporting system and reinforcing anti-bribery measures. Regular ethics training is also conducted for all officers and employees.
8 Information security	●Establishment and improvement of the Information Security Control System	Together with the ISO27001 certification, we thoroughly manage the safely protected handling of customer and technical information by establishing information security guidelines and implementing multi-layered access management. We strive to maintain and strengthen cyber risk countermeasures.
9 Creating a workplace where employees can work safely and in good physical and mental health	●Maintaining and promoting physical health ●Promoting work-life balance	In order to create an environment where all employees can work with peace of mind, we carry out appropriate safety and health activities, mental health measures, and promote reduction of overtime hours. We promote operational efficiency by improving the working environment, optimizing staff placement, and through allocation of roles at global bases.
10 Thorough compliance	●Compliance with ESG standards and disclosure standards ●Development of an internal structure that can respond to changes in laws and regulations	We respond to the latest regulations, industry guidelines, etc. We appropriately respond to various disclosure regulations as well as environmental and trade regulatory changes, aiming for a globally reliable compliance system.
11 Strengthening the resilience of the material procurement network	●Expanding the use of environmentally low-impact materials ●Risk-diversified procurement	From the perspective of environmental impact, we promote the use of recycling and alternative materials, strengthen the resilience of the procurement network by expanding suppliers, and achieve both stable supply and environmental considerations.

RORZE's Approach to the Environment

RORZE, as a member of the international community, is committed to maximizing the value of technology and delivering it to customers both inside and outside Japan as its corporate mission. In particular, as the risks of climate change due to global warming become more serious, we recognize it as an important responsibility to reduce environmental impact across all our business activities.

Specifically, we are advancing technological innovation that meets the environmental needs of the semiconductor industry, such as improving energy efficiency in manufacturing processes, and developing equipment that achieves energy saving and longer lifespan. Through these efforts, we aim not only for our own decarbonization, but also to contribute to reducing the greenhouse gas emissions of our customers, believing that we can help realize a sustainable society through technology.

Going forward, we will continue to focus on value creation that balances the environment and the economy, leveraging our ability to resolve evolving social issues, and pursue sustainable growth.

Response to ISSB

RORZE aims to realize a sustainable society and enhance our corporate value, promoting information disclosure in accordance with ISSB regarding climate change risks and opportunities. This document follows that disclosure framework, and we will continue making efforts to balance our responsibilities with regards to the environment and society with the growth of the Company.

Governance

In March 2022, RORZE established the Sustainability Committee (held twice a year, conducted within the Management Meeting). At the Sustainability Committee, based on our management environment, we identify and monitor sustainability-related risks and opportunities according to their materiality, and have in place a system to report important matters to the Board of Directors. The governance process, controls, and procedures for monitoring and managing the above-mentioned sustainability-related risks and opportunities are not separated from other corporate governance systems, and sustainability is treated as an important management strategy.

Risk management

Risk factors that may have significant impact on business activities are identified, evaluated, and narrowed down at the Management Meeting. Climate change risks are integrated into the risk management process as part of business risks, the Sustainability Committee evaluates and narrows down such risks, and reports important ones to the Board of Directors. Going forward, we are considering reviewing our risk management system, as we have done for environment, quality, and information security, directly under the President.

Strategies

Based on scenario analysis related to climate change, we describe two worldviews: a "world where climate change countermeasures progress and future temperature rise is contained to 1.5℃ " and a "world where climate change countermeasures stagnate and future temperature rise reaches 4℃ ." Based on the two scenarios, we clarify the impact of climate-related risks and opportunities on the entire Group and define countermeasures for responding to climate-related changes and uncertainties. We will continue monitoring and appropriately re-evaluating the risks and opportunities identified and evaluated in this assessment, in line with our risk management system.

RORZE Lifescience Inc. has installed a solar power generation system at its own facilities, generating and consuming approximately 665,000 kWh of electricity annually.

Contributing to Carbon Neutrality through Business Activities

Indicator and targets

In light of industry trends toward advancing climate change measures, we have set targets for reducing CO_2 emissions in the semiconductor and FPD Automation Product Business, which accounts for more than 98% of our group's net sales, to realize the 1.5° C scenario.

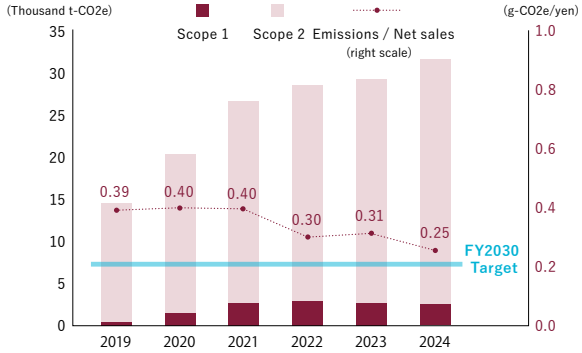
In achieving these targets and the 1.5° C scenario, our group will consider and implement countermeasures in light of the transitional risks and opportunities (short-term and medium-term) that may arise. For long-term physical risks, our Group will consider countermeasures accounting for the environment surrounding the company after responding to short-term and medium-term risks and opportunities and avoiding immediate risks and opportunity loss.

[Target for FY2050] **Carbon neutral**

Greenhouse gas Emissions reduction: Scope 1, 2

RORZE positions reduction of greenhouse gas emissions as a key management issue, promoting concrete measures to reduce Scope 1 (direct emissions from our own operations) and Scope 2 (indirect emissions from purchased electricity, etc.). Our emissions reduction target is set at a 50% decrease by FY2030 compared to FY2019, promoting energy-saving production equipment and introducing renewable energy at our Vietnam factories.

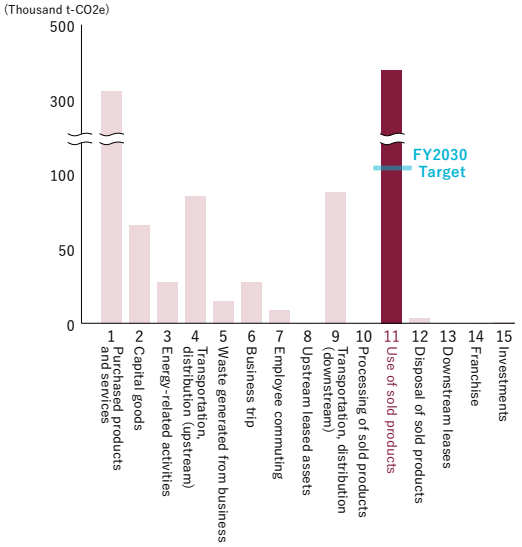
FY2024 Greenhouse gas (Scope 1, 2)



Reduction of greenhouse gas emissions: Scope 3

In addition to our own direct and indirect emissions, we position our response to greenhouse gas emissions generated throughout the entire supply chain (Scope 3) as an important challenge, and are gradually working to ascertain the actual situation and examine reduction policies. Taking into consideration the product characteristics of manufacturing equipment as long-term use products, we are working to visualize the environmental impact throughout the entire product lifecycle and to analyze emission factors at each stage such as parts procurement, logistics, use, and disposal. As a priority target for emission reduction, we are considering incorporating the reduction of emissions related to the use of sold products, which has the greatest impact, by aiming to reduce emissions by 30% in FY2030 compared to FY2019, into the product development process. Furthermore, in order to improve the accuracy of quantitative measurement for each Scope 3 category, we aim to enhance monitoring accuracy and contribute to decarbonization throughout the entire supply chain.

FY2024 greenhouse gas emissions (by Scope 3 category)

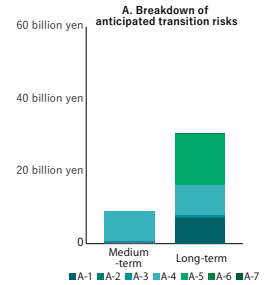


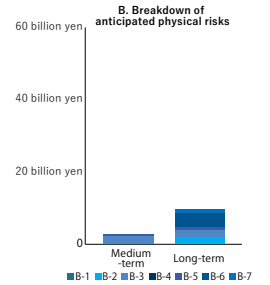
Evaluation of risks and opportunities related to climate change response

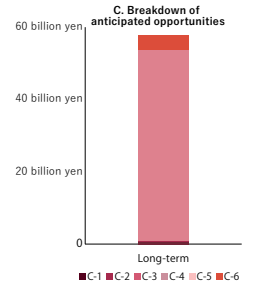
The results of the impact assessment of risks and opportunities related to climate change response at RORZE are as follows.

Type of risk or opportunity		Driver	Expected impact on our Group	Time horizons	Extent of impact	Relation to chart
Transition risk 1.5℃ scenario	Policies, legal regulations	Introduction of carbon pricing	Profits will decrease if it is difficult to pass on increased costs due to carbon pricing for our company and procurement sources to product prices	Long-term	Large	A-1
		Emission reporting system	Costs will increase due to increased reporting work for business partners and compliance with disclosure regulations	Short- to mid-term	Small	A-2
	Technology	Progress and spread of energy-saving and renewable energy technologies	Capital investments will increase for renewable power generation facilities, energy-saving facilities, insulation for factories, etc.; if responses are delayed, energy costs will increase	Medium-term	Small	A-3
	Market	Customers selecting low-emissions companies	Investments will increase for reduction of greenhouse gas emissions throughout the product lifecycle; if reductions are not achieved, there will be a decrease in business with customers	Long-term	Small to large	A-5
		Supply chain upstream response to decarbonization	Profits will decrease if it is difficult to pass on increased procurement costs, due to upstream decarbonization efforts, to product prices	Long-term	Large	A-1
		Change in talent market interest	If responses to heightened ESG sensitivity among talent are delayed, the development capability may decline due to inability to secure excellent science and technology personnel who are a source of development strength	Short-term	Small	A-6
	Reputation	Changes among financial institutions	If sustainability response is insufficient, fundraising costs may rise due to loans from banks and investments from institutional investors	Short-term	Small	A-7
Physical risk 4℃ scenario	Acute risk	Increase/intensification of weather-related disasters	If our own bases or employees are affected by disaster, or if production stops due to disruption of power grid or other infrastructure, net sales will decrease Increase in disaster prevention costs and insurance expenses	Long-term	Small	B-1
			If delays in delivery of products occur frequently due to disasters affecting procurement sources, deterioration of customer relationships will lead to decreased net sales	Short- to long-term	Small to medium	B-2
			If delays in delivering products occur due to disasters at customer sites, inventory management costs will increase	Long-term	Small	B-1
		Increase in water shortages due to drought	Decrease in net sales due to reduced customer production capacity caused by water shortages	Medium-term	Small	B-3
	Chronic risk	Increase in average temperature	Profits will decrease if it is difficult to pass on increased air-conditioning-related investments and energy costs at procurement sources to product prices	Mid- to long-term	Small	B-4
			If delays in delivering products frequently occur due to health hazards such as heat stroke affecting procurement sources, deterioration of customer relationships will lead to decreased net sales	Mid- to long-term	Small	B-1
			Profits will decrease if it is difficult to pass on increased air-conditioning-related investments and energy costs at our own bases to product prices	Long-term	Small	B-5
		Rise in sea level	Profits will decrease if it is not possible to pass on increased procurement costs due to relocation of procurement bases to product prices	Long-term	Medium	B-6
			The inability to continue operations because of flooding at our own bases will cause net sales to decrease	Long-term	-	-
		Spread of infectious diseases	If delays in delivering products frequently occur due to spread of infectious diseases at procurement sources, deterioration of customer relationships will lead to decreased net sales Outbreak of an infectious disease would lead to a decrease in customer visits, which would make it difficult to provide services to customers and to accurately ascertain conditions and demand	Long-term	Medium	B-7
			Decrease in sales due to workforce shortages at our company caused by the spread of infectious diseases	Long-term	Small	B-1
Opportunities	Resource efficiency	Progress and spread of energy-saving and renewable energy technologies	Reduction in manufacturing costs by suppressing energy consumption through the proactive introduction of energy-saving, renewable energy equipment and highly efficient installations	Long-term	Small	C-1
	Products / Service	Customers prefer low-emission products	Increased competitiveness through improved energy efficiency of products	Mid- to long-term	Medium to larg	C-3
			With the growing demand for greenhouse gas reduction throughout the product lifecycle, the appeal of products is enhanced through improved durability, etc.	Mid- to long-term	Large	C-3
		Increase in the manufacturing volume of high energy-efficiency semiconductors	As demand rises to suppress the power consumption of semiconductors, demand for manufacturing facilities for advanced energy-saving, high energy-efficiency semiconductors is growing	Mid- to long-term	Large	C-3
	Market	Changes in financial transactions	With sustainability management and higher ESG-related scores, funding costs decrease	Short-term	Small	C-4
		Change in talent market interest	Improving product development capabilities by securing excellent science and engineering talent, which is the source of development strength, in response to higher ESG sensitivity among personnel	Short-term	Small	C-5
	Resilience	Maintaining business functions in response to climate change	By reusing resources generated in the manufacturing process, such as aluminum, and by performing green procurement of materials, we avoid procurement instability and soaring prices related to climate change and enhance our competitiveness	Long-term	Medium	C-6

Breakdown of expected amount of risks and opportunities





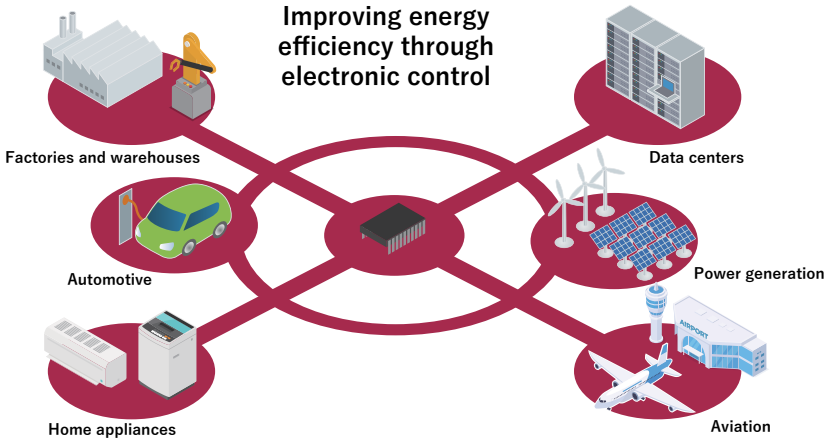


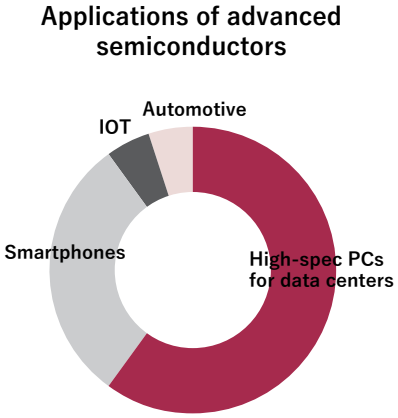
Contributing to the Environment through Products

At RORZE, we consider that making a contribution to the manufacture of high-performance semiconductor devices, from the perspective of contributing across the entire semiconductor industry in response to climate change, is of great value. On the other hand, direct contributions include evaluating the power consumption of our products such as transfer systems, or their actual period of use, recognizing that energy saving and long life produce environmentally-friendly solutions. We will steadily expand our lineup of environmentally-friendly products through further technological innovation for energy saving, as well as long-term maintenance and overhaul support.

Technology that leads to social contribution

To address the rapid expansion of the utilization of AI, power consumption is expected to increase due to increasingly high-performance computers and data centers expanding globally. To improve efficiency in electric power use, the demand for advanced semiconductors with excellent power consumption efficiency is rapidly increasing. Furthermore, in order to suppress greenhouse gases, innovation in mainstream power generation technology and reduction of electricity loss at sites using large amounts of electricity such as transmission and motors are essential. In terms of innovation in power generation, use of renewable energy such as solar and wind power is key, while reducing large-scale loss in power consumption requires efforts such as digital control of factory motor control systems to reduce excessive operation. It is control systems using semiconductors that enable the use of such power generation technologies and power consumption efficiency. They are expected to contribute to the realization of efficient power transmission, adequate electricity use, and fundamental reduction of power consumption.





COLUMN

The importance and social significance of power-saving semiconductor devices

The power saving of CPUs and GPUs, which serve as the brains of PCs and other devices, has become a vital technology for the realization of a sustainable digital society in step with the rapid spread of AI and the increasing number of data centers.

With power-saving, users benefit from reduced electricity costs, longer battery life, and lower heat and noise; for society, it helps to restrain data center power consumption and serves as a measure for global warming and ultimately for achieving carbon neutrality. Moreover, this also supports the sustainable development of AI and edge computing, promotes IT dissemination in regions where power infrastructure is inadequate, and helps advance the digitalization of society and reduce the information gap.

To support these efforts, semiconductor device manufacturers are working from various angles on power-saving solutions, such as the introduction of hybrid architectures and AI-dedicated cores, miniaturization of manufacturing processes, advancement of dynamic power control technologies, utilization of new materials, and establishing sustainable manufacturing systems.

RORZE's Approach to Society

RORZE bases its management on harmonizing "the happiness of every employee" with "realization of the company philosophy," aiming to enhance sustainable corporate value. At its core is a focus on human capital management and collaboration among diverse talent.

Core human resources supporting business growth are required to have creativity, problem-solving skills, and global collaboration abilities in addition to technical skills, and while strengthening ties with overseas offices, we are also promoting the appointment of foreign and female employees. We actively support our employees in their efforts to take on challenges and grow through initiatives such as support for obtaining qualifications, patent incentive systems, and FA systems.

In the workplace, we promote diversity & inclusion, emphasizing the creation of a fair, safe, and rewarding workplace. We are also focusing on securing work-life balance and improving engagement measures.

Through responsible procurement that considers the environment, human rights, and ethics, we aim to build a highly reliable and transparent supply chain in cooperation with partner companies. We also value our connection with local communities through activities such as educational support, environmental beautification, and local events.

RORZE is dedicated to bringing together the power of technology and people to achieve a future where both companies and society grow together.

Basic strategies and initiatives for controlling risks and opportunities

Human resources development

Risk

- Heightened competition to attract and retain advanced human capital (especially in the field of products development)
- Outflow of personnel and rising wages at overseas offices

Opportunities

- Strengthening innovation capabilities through nurturing human resources development focused mainly in Vietnam
- Implementing engagement programs to provide incentives for employees
- Enhancing organizational flexibility and creativity by promoting the active participation of female and foreign talent

Perspective on Human Resource Development
Efforts to Support Employee Growth
Initiatives for the Next Generation

P34~

Diversity

Risk

- Inappropriate treatment arising from differences in employment practices or cultural backgrounds at overseas subsidiaries
- The lack of consideration for human rights may have a negative impact on social evaluation and evaluation by investors.
- Decline in organizational strength if the promotion of diversity is insufficient

Opportunities

- Securing recruitment and production stability by building trust with local communities
- Gaining trust from global customers through the company's attitude of respecting diversity

Diversity & Inclusion (D&I)

P37

Procurement

Risk

- Possible suspension or destabilization of parts and material supply due to geopolitical risk
- Reputation if responsible procurement is not conducted regarding the environment and human rights
- Product issues spreading due to suppliers failing to meet quality and safety standards

Opportunities

- Strengthening of transparency and reliability through ESG penetration throughout the supply chain
- Risk diversification and improved cost competitiveness by reviewing decentralized regional procurement sources
- Improving product competitiveness through international procurement standards in accordance with the use of sustainable resources

Strengthening Supply Chain Management

P38

Perspective on Human Resource Development

RORZE positions each employee's growth and taking on challenges as the driving force for corporate growth under the vision to "Create what is not in the world". With a strong belief in not making the same products as other companies, we have been committed to creating unprecedented things. This desire is alive as a corporate culture that realizes the "ideal place for manufacturing" for engineers.

While respecting each other's expertise and valuing independent thinking, professionals from multiple fields collaborate to create new value. Employees can also volunteer to participate in projects, with special remuneration given for those who successfully create patented technologies. This culture and system draw out employee autonomy and encourages them to take on challenges.

Systems and treatment for improving employee expertise are also in place, and at both domestic and overseas locations, we are promoting the creation of a competitive organization through utilization and development of human resources. By respecting individual talent and setting up an environment where individual growth is rewarded, we aim to realize a place to enjoy work, where employees can wholeheartedly enjoy and immerse themselves in their jobs.

Diversity from a global perspective

As a manufacturer operating globally, we actively promote discovering, developing, and appointing talents who can play an active role from a global perspective, while respecting diverse cultures and values. At RORZE, we evaluate talents who challenge themselves with ability and motivation regardless of nationality, gender, or age, and provide opportunities to contribute to value creation throughout the Group.

Domestically, while promoting recruitment from technical universities mainly in the Chugoku and Shikoku regions where our headquarters is located, we are focusing on collaboration with technical colleges in Kyushu, where the semiconductor industry is key, and expanding mid-career hiring at our conveniently located Yokohama Branch Office.

Overseas, we are implementing a policy to appoint and develop excellent local talent in collaboration with Group locations such as factories in Vietnam. These initiatives are helping foster a flexible and sustainable organizational culture that enables us to work with a diverse workforce globally.

Development of core human resources for business growth

At RORZE, we consider the recruitment and development of human resources from a long term perspective and implement effective appointment of talent.

Especially since sales/service bases and production sites are overseas, overseas personnel play a major role, and core personnel make up 35% mainly from those based at our overseas subsidiaries.

On the other hand, the proportion of women in science and technology fields is relatively low in Japan, resulting in a low ratio of female hires, with core female personnel at about 5%. Going forward, we aim to raise the standards for both foreign and female personnel.

Diversity in core human resources

Item	Current status	Objective
Ratio of female employees	8%	Improvement from current status
Ratio of foreign employees	36%	Improvement from current status
Ratio of mid-career hires	82%	Continued appointments regardless of new graduate or mid-career

Requirements for core human resources

- High level of technical knowledge and practical ability (Equipment design, manufacturing, quality control, R&D)
- Ability to drive projects across departments (Cross-functional and global collaboration)
- Leadership in fostering the next generation and team building
- Creativity and problem-solving skills to drive innovation from on-site challenges

Efforts to Support Employee Growth

Support system that fosters technical expertise

We help employees leverage their technical skills and expertise in their achievements, and aim to help them improve their skills and expertise through technical study sessions about newly commercialized technologies. As a company policy, we provide the following systems and other economic assistance to support each employee's motivation for growth.

Intellectual property remuneration system

We pay special remuneration to employees who create inventions that are then patented by the Company. Furthermore, an additional bonus is paid at a certain rate based on the profits from products sold utilizing the invented intellectual property rights.

Support system for self-directed learning by employees

In addition to continuous support systems as on the job training, we provide subsidies for voluntary correspondence courses and company-designated courses, as well as congratulatory bonuses for passing certification exams and improving English proficiency.

Career formation support

New employee training

To maintain and enhance our competitiveness in the global market, we focus on practical employee development. As a leading example, new graduates from diverse backgrounds come together for technical training rooted in “RORZE’s craftsmanship.” Ranging over five months from the basics to hands-on assembly of in-house products, this program aims at a smooth transition to real work after assignment and rapid contribution, while also helping participants acquire the foundational knowledge required for future product development.

Other internal training

Information security, compliance, harassment response, mid-career onboarding, new manager training, life plan seminars, and safety education

FA (Free Agent) system

We also offer opportunities for employees to pursue career changes. This system assists employees who want to foster personal growth and find rewarding work in transferring to their desired departments. In the past, some employees have utilized this system to transition into mechanical design roles and grow into engineers who then file patents.

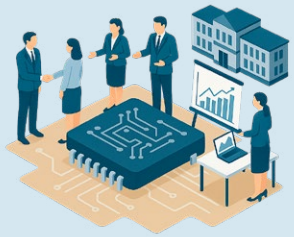
Human resources evaluation system

At RORZE, we strive to create an environment where each employee can work with pride and satisfaction, and work toward achieving a fair human resources evaluation system and a high level of satisfaction with remuneration.

For bonuses, we have introduced a scheme that allocates a fixed percentage of company profits, ensuring that each employee’s individual achievements are persuasively linked to the company’s performance and appropriately reflected as remuneration. This has enabled us to achieve some of the highest employee remuneration standards in the region at our headquarters. Our human resources evaluation system incorporates not only direct supervisor evaluations, but also feedback from peers within the department and members of other departments involved through projects, aiming for a fair evaluation from multiple perspectives. Additionally, twice a year, managers at the level of general manager or above meet to discuss next-generation human resources across department lines and consider support and evaluation policies for their development. Based on the outcomes of these discussions, the management team is responsible for being directly involved in the evaluation of each employee.

TOPIC

Participation in the Setouchi Semiconductor Consortium



In March 2023, the “Setouchi Semiconductor Consortium” was established, centered on Hiroshima University, as an industry-academia-government collaborative organization for world-leading semiconductor R&D and nurturing human resources. We are also conducting activities together with many other semiconductor-related companies who share these goals. In a year-long course learning about the latest trends in semiconductor technology, mid-career engineers from each company gather to deepen their understanding in their specialties, making it a valuable networking opportunity. Also, there is a practical course utilizing university facilities, where participants experience the entire process from circuit design to manufacturing and evaluation of semiconductors, which is highly beneficial in helping us see from the customer’s perspective. Through these activities, we are striving to nurture high-level professionals who can view the semiconductor industry as a whole.

Initiatives for the Next Generation

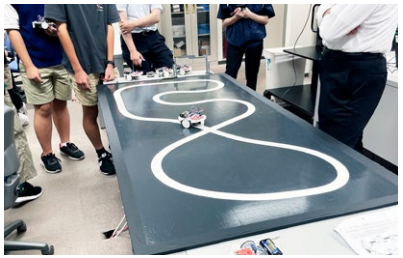
At RORZE, to nurture the next generation within local communities, we cooperate with local companies to carry out various initiatives to increase the number of young people interested in craftsmanship.

WAZA-One GP(WAZA-One Grand Prix)

The WAZA-One GP (WAZA-One Grand Prix) is an event designed to bring out children's energy through traditional games while also honing their skills and precision, thereby fostering an aptitude for craftsmanship.

Summer Robot Workshop

An educational program aimed at nurturing interest in craftsmanship, electronics, and information technology, and equipping future engineers with foundational skills. Targeted at junior high school students, this program provides hands-on experience in assembling and programming robots to develop practical skills and logical thinking.



National Elementary School Programming Competition – Hiroshima Prefecture Tournament

The National Elementary School Programming Competition is a contest where elementary students use programming to turn ideas that benefit daily life and society into reality. It aims to foster not only technical skills but also the ability to think, communicate, and act, and is held as a series of qualifiers leading up to the national finals. Each year, distinguished prizes such as the Minister of Education, Culture, Sports, Science and Technology Award are presented, making this an arena for the young programmers who will shape our future.

TOPIC

2025: 40th Anniversary of Establishment

In 2025, RORZE celebrated its 40th anniversary. To mark this milestone, we held a commemorative event for local residents and the families of employees as an expression of our heartfelt gratitude. About 4,000 people attended, enjoying the outdoor stage, kids' area, and hands-on booths.

In the clean room facility that we opened to the public specifically for this occasion, guests had the rare chance to see the manufacturing site for semiconductor automation products, and many were impressed by the precision of the work. Other popular contents included a hands-on wafer handling robot activity for kids and adults alike.

RORZE will continue to cherish connections with the local community and, as a company that moves forward together with society, remain committed to trustworthy and meaningful activities.

Diversity & Inclusion (D&I)

To remain a company needed by society over the long term, RORZE's mission is to adequately grasp changes in the world and continuously create business models adapted to the times. Toward this, we respect the diversity of each employee and prioritize building an environment where everyone can make the most of their individuality and expertise.

By fostering a workplace where diverse values meet and every employee—regardless of age, gender, nationality, years of service, or position—can have equal opportunities to succeed, we promote an inclusive environment. As employees respect and collaborate with each other, new perspectives and creative ideas arise, becoming the source of innovation.

To enhance such organizational flexibility and creativity, we have implemented fair and transparent systems for evaluating, promoting, and nurturing employees, while working to build a psychologically safe workplace. We believe that an environment where everyone feels empowered and fulfilled leads to sustainable competitive advantage and increases corporate value.

Under the philosophy that "the growth of people supports the growth of the company," we accelerate the building of a flexible and creative organization through the promotion of diversity & inclusion. By establishing an environment where people with diverse backgrounds can thrive and practicing management that brings out their full potential, we continue to create value while strengthening our competitiveness.

Initiatives for promoting women

Having tried increasing female applicants for new graduate recruitment, RORZE is implementing its Action Plan for Promotion of Women's Active Engagement in the Workplace by fostering a culture that actively promotes women to management positions in the process of their career development.

Meanwhile we train all employees to prevent harassment and aim at creating a workplace where everyone can work with peace of mind. Thus we are developing such institutional system and cultural incentives in tandem with implementing diversity and inclusion as the foundation for enhancing the corporation's flexibility and creativity.

Efforts to appoint foreign nationals

At RORZE, we are building a global network for sales and services primarily in Asia, as well as in the United States and Europe. With a core production site in Vietnam and a focus on hiring and appointing local talent, people of various nationalities are active in the company.

RORZE ROBOTECH, our local subsidiary in Vietnam, has spent over 25 years in business activities in Hai Phong City, Eastern Vietnam, focusing on improving employee comfort in the workplace and providing education to enhance technical skills. As a leading high-tech company, we have been well received locally and have been commended by Hai Phong City for our contributions to the economy and society.

Initiatives to support work-life balance

Based on the "Act on Advancement of Measures to Support Raising Next-Generation Children," we are working to establish an employment environment that enables employees to successfully balance work and childcare.

Action Plan for Work-Life Balance Support
April 2025 to March 2030

Strengthening Supply Chain Management

Procurement activities with business partners

To achieve the highest quality products, RORZE procures parts and materials necessary for manufacturing our equipment from a variety of suppliers around the world.

We regard each of our diverse suppliers as an important business partner and strive to build relationships that foster mutual growth. While placing value on trust and dialogue, we aim to build a resilient and highly reliable global supply chain. As part of these efforts, we work together on maximizing product performance through quality improvements and process reviews, and promote continuous dialogue and information sharing through technical seminars and quality meetings.

To achieve both a sustainable society and corporate growth, we place importance on addressing social responsibility—including environment, human rights, and compliance with laws and regulations—and value collaboration with trusted partners who share our values.

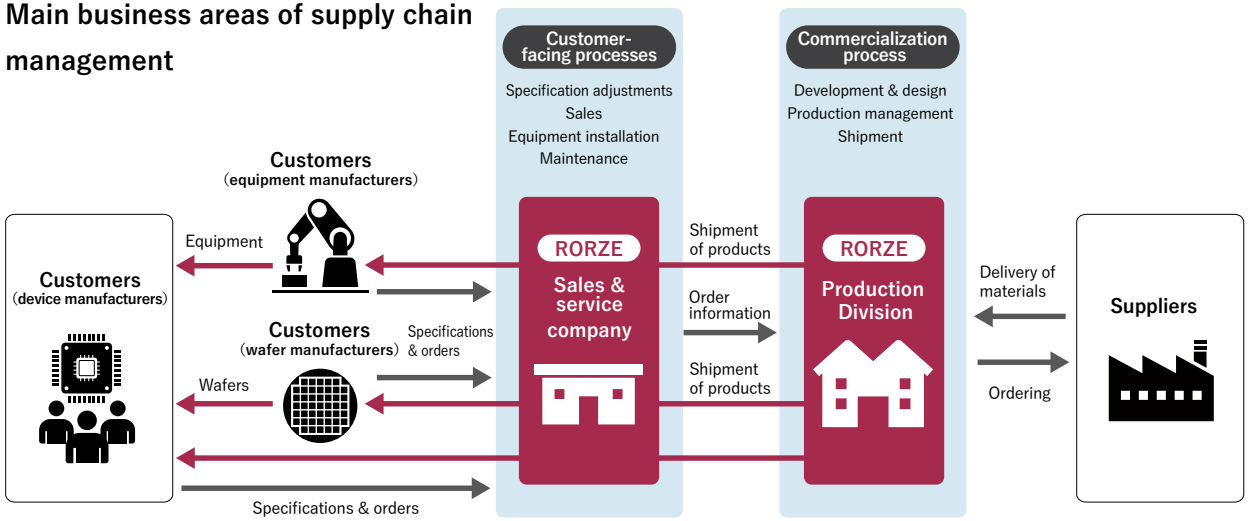
Responsible resource procurement

RORZE regards procurement that considers the environment, human rights, and ethics within the global supply chain as part of the company's social responsibility. Because the manufacturing of our products and equipment relies on procuring electronic components and other parts from business partners, collaboration with our business partners is crucial to evaluate the environmental impact of our products and to work toward reducing it. We ask business partners not only for price, quality, and delivery compliance, but also to cooperate in conflict minerals surveys and information disclosure based on international regulations, aiming to enhance both transparency and reliability across the entire supply chain.

Green Procurement Guidelines

To promote sustainable procurement, RORZE uses the Green Procurement Guidelines as a foundation, requesting cooperation from business partners in disclosing information on substances that impact the environment. Going forward, as these guidelines evolve, we will work in cooperation with our business partners through constructive dialogue in order to build a responsible supply chain that balances stable supply with low environmental impact.

Main business areas of supply chain management



Message from Outside Director

The Evolution of Governance and Contribution to Enhancing the Corporation's Value

RORZE's governance structure and the role of Outside directors

Discussions at the Board of Directors, which is the core of RORZE's current governance structure, are very active. Explanations of matters to be resolved, Q&A sessions, and exchanges of opinions among Directors are conducted thoroughly, ensuring that a decision is not made simply for its own sake, but rather after everyone has a deep understanding and debate on approval or rejection. I recognize this as evidence that the Board of Directors' governance is functioning effectively. As an outside director, my role is to supervise the relevance of internal decision-making from an external perspective, rather than simply granting approval, and to express opinions when necessary. To fulfill this responsibility, I will continue to take on a part of governance through my expertise and objective perspective.

The reason I serve as a Director on the Board is because, according to the skill matrix, the Company has expectations regarding my expertise—particularly in advanced technology, research and development, and in-depth knowledge of the semiconductor business. Drawing on my 40 years of experience in the development of semiconductor device technology, I offer opinions on new business proposals, business expansion, and the relevance of new initiatives. For example, when a new business proposal arises, I provide candid questions and comments about its significance, meaning, and relevance, based on my experience in the development of technology. Additionally, since the products manufactured by RORZE ultimately connect to semiconductor devices, I help invigorate discussions from a business perspective about how RORZE's direction in technology development aligns with the future evolution and growth of semiconductor devices as I foresee it from my experience. Having worked for many years at a semiconductor manufacturer as an end-user of manufacturing equipment, I also comment on whether RORZE's direction is relevant, considering the trends in the semiconductor market where RORZE's equipment is used. In particular, I consistently recommend in Board meetings that RORZE should take early initiatives to seize the significant opportunities now emerging in post-process, packaging, and chiplet-related semiconductor businesses. By asking concrete questions, I strive to contribute to RORZE's business development from both the perspectives of risk management and opportunity acquisition. Furthermore, having been responsible for human resources development in my previous position, I believe I can contribute to human resources strategies by advising management on approaches to nurturing employees.

The evolution of governance through diversity of perspectives and dialogue

There are two main points I hope to see in RORZE's governance.

The first point is to incorporate diverse opinions into the Board of Directors. From a global perspective, there are many companies overseas whose boards consist only of the CEO and outside directors, among other firms that differ greatly from boards of directors in Japan. Japanese companies like RORZE tend to have a majority of internal directors and a minority of outside directors, which is completely different from overseas models. RORZE has a history of growing from a small company, and I feel that a strong sense of camaraderie—both for better and worse—characterizes its Board of Directors. While smooth communication is a positive aspect, it can also be an issue if differing opinions are not conveyed easily or if external perspectives are less likely to surface. For RORZE to grow and compete globally at a new stage, I believe it is critical to incorporate more diverse perspectives, particularly with regards to risk management and seizing new business opportunities. When it comes to dialogue with external parties, I feel that while dialogue with manufacturers (the

Message from Outside Director

customers of RORZE's products) is active, there could be more engagement and communication with shareholders. Although such dialogue takes place around the time of the General Meeting of Shareholders, I feel there are still few opportunities for proactive reporting and discussion with shareholders at other times. Moreover, I believe it would be beneficial for the Board of Directors to proactively gather and discuss not only business requests but also broader expectations and requests from both suppliers and customers.

The second point is to establish a system that enables a consistent understanding of plans and performance. By changing the format to a report meeting in which all participants can understand management policies and progress, the Board can become a place where members gain deeper insight into each business's plans and the status of development, manufacturing, and business, making the Board function even more effectively.

RORZE's strengths and expectations for growth strategies

RORZE's greatest strength is the robust technological capabilities cultivated since its founding. In transfer equipment, RORZE possesses unique technology that only it can offer, and for the past 40 years has sought to deploy and advance it in as many manufacturing devices as possible, steadily achieving significant accomplishments.

The philosophy established at its founding matched market needs, and I believe it will continue to impact the future. In particular, the development philosophy of "how to create the cleanest possible transfer equipment" matches the current and increasingly important market demand to prioritize quality, forming a strong foundation that supports RORZE's future.

This technological strength will be greatly leveraged in fields with expected growth, such as post-processing, packaging, and chip stacking.

Currently, RORZE is not limiting itself to its core transfer equipment business but is also actively taking on challenges in other business fields, aiming to scale its business through a diversified approach. Leveraging its abundant financial resources and high growth potential, RORZE's proactive efforts to develop and expand its group-wide business are moving in a very desirable direction, and I hope to see this continue.

Recommendations for nurturing employees and advancing diversity

Nurturing human resources and promoting diversity is essential for sustainable growth. I believe that diversity & inclusion means "fostering a culture where various associates are present, recognize each other, find fulfillment in their work, demonstrate their abilities, achieve results, are properly evaluated, and contribute to the company's development." RORZE's systems for employee benefits and labor management are well established. It is important for the leadership not to be satisfied with the status quo, and to continue efforts to foster a corporate culture where employees genuinely feel motivated and can fully realize their potential. Beyond the systems themselves, I hope the company will focus on creating mechanisms and a culture where employees can find fulfillment, their achievements are appropriately evaluated, and they are encouraged to excel.

For example, just as it is important to have a good theater and stage (systems), it is also essential to have spotlights, music, and audience applause so that dancers (employees) can give their best performances. Furthermore, dancers are also expected to be conscious of boosting recognition of the theater (company) through their own performances and to contribute to its growth. I hope that employees, rather than being content with good systems, will find joy in achieving results and contributing to the Company. I believe true diversity & inclusion can be achieved when leaders communicate this message, employees embrace it, and both grow together.

Securing especially outstanding personnel, including female engineers, is extremely important for future growth. I want to convey to students interested in RORZE that we have an environment where they can be fully nurtured in-house even if they lack specialized knowledge. We are eager to proactively deliver the message, "Your scientific perspective matches RORZE," and "This is a company where you can grow if you achieve results," and welcome you as colleagues to work together. I am convinced that utilizing our current talent to 120% and acquiring even better personnel will maximize RORZE's human capital and will be the key to sustainable growth.

Corporate Governance

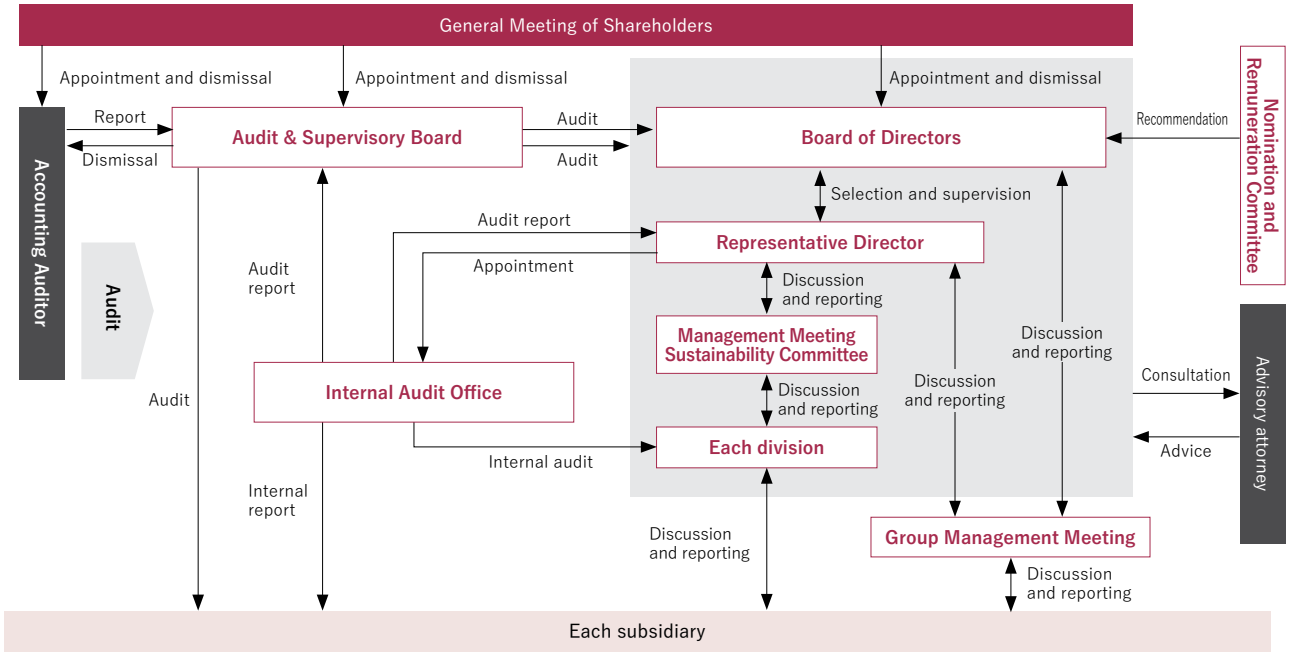
RORZE recognizes that in a rapidly changing global management environment, swift and accurate decision-making and flexible response are key to enhancing competitiveness. Therefore, we view corporate governance with transparency, soundness, and efficiency as a critical issue and aim to enhance its corporate value and fulfill its social responsibility. We have established a rational and efficient management system centered on oversight by the Board of Directors and independent audit by the Audit & Supervisory Board.

Director structure

At RORZE, we have constructed a corporate governance system centered on the dual wheels of the Board of Directors, as the decision-making body for management, and the Audit & Supervisory Board, as the management monitoring function.

The Board of Directors consists of seven directors, of whom three are outside directors. The Board of Directors meets regularly every month or as needed on an ad hoc basis to make decisions on important matters related to management and matters stipulated by laws and the Articles of Incorporation, and also supervises the status of business execution.

Corporate governance system chart



Status of corporate governance system(as of the end of May 2025)

Organizational structure	Company with an Audit & Supervisory Board
Term of office for Directors as stated in the Articles of Incorporation	1 year
Chairperson of the Board of Directors	President
Number of Directors	Seven members (Articles of Incorporation stipulate up to 10 members)

Number of outside directors	Three members (all independent officers)
Committee	Nomination and Remuneration Committee (Voluntary)
Audit & Supervisory Board	Established
Number of Auditor	Three members (Articles of Incorporation stipulate up to 4 members)

Number of independent officers	Six members
Policy for determining amount of remuneration for Directors	Monthly remuneration: Determined according to rank and responsibilities Bonuses for senior executives: About 1% of consolidated net profit before tax adjustments for the current fiscal year * Individual remuneration is not disclosed

Recipients of stock options: Employees of subsidiaries

Management with Transparency

Role of the Board of Directors

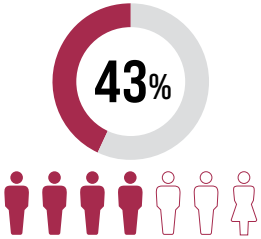
At RORZE, at the beginning of each fiscal year, management policies and plans for the entire company and for each branch office/department are formulated through constructive discussions in which Directors and department heads participate.

The Board of Directors receives reports on the progress and issues of duties from Executive Directors and department heads and continuously monitors the overall management situation.

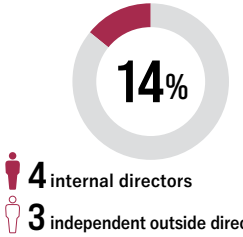
In response to these reports, the Board makes necessary comments and suggestions as appropriate and, based on the "Board of Directors Regulations," deliberates and resolves not only matters stipulated by laws and the Articles of Incorporation but also important matters that have a great impact on management, as appropriate.

In addition, regarding business execution, we have developed separate internal regulations and have established a swift and flexible decision-making system by delegating approval authority to management according to the scale and nature of business or duties.

Ratio of independent outside directors



Ratio of female directors



4 internal directors
3 independent outside directors
1 female director

Audit & Supervisory Board

RORZE has adopted an auditor system as a company with an Audit & Supervisory Board. The Audit & Supervisory Board consists of three outside auditors, who perform management monitoring functions by attending meetings of the Board of Directors and other important meetings, viewing important documents, and conducting Auditor audits, etc.

Accounting audit

Accounting audits are conducted under an audit contract with Grant Thornton Taiyo LLC, the auditing firm.

Nomination and Remuneration Committee

The Nomination and Remuneration Committee is established as an internal committee of the Board of Directors. The role of the Nomination and Remuneration Committee is to nominate candidates for Director to be appointed at the General Meeting of Shareholders and candidates for Representative Director to be appointed by the Board, to make proposals to the Board, and, utilizing external surveys, to compare and analyze remuneration levels and other factors, thereby proposing globally competitive and appropriate remuneration policies, remuneration systems, and individual remuneration amounts for each Director to the Board.

Management Meeting

The Management Meeting is in principle held once a week to discuss important matters related to business execution based on the basic policies determined by the Board of Directors, and, by reporting to the Board in a timely manner, we strive to enhance the supervisory function of Directors.

Group Management Meeting

Within the Group, group management meetings are held regularly among the representatives of each company to promote the execution of overall Group management strategies, share information, discuss management and business strategies, and grasp and check the status of each company, all with the aim of the overall growth of the Group.

Status of coordination among Auditors, Accounting Auditor, and Internal Audit Division

The Internal Audit Office consults with the Audit & Supervisory Board about audit plans, submits an Audit Report after completing audits, and also undergoes hearings from the Audit & Supervisory Board and Accounting Auditor/auditing firm. After internal audits, the Audit & Supervisory Board receives reports from the Internal Audit Office on the status of development and operation of Internal control systems. In addition, the Audit & Supervisory Board attends Accounting Audits as appropriate to grasp the situation and, after the end of each fiscal year, receives an Audit Report from the Accounting Auditor/auditing firm and checks its relevance. The Internal Audit Office, Audit & Supervisory Board, and Accounting Auditor/auditing firm report and exchange opinions as necessary, ensuring coordination.

Executive Compensation

Policy

Basic policy and types of remuneration

The remuneration for Directors at RORZE adopts a remuneration system linked to shareholder interests, functioning as an incentive to promote the sustainable enhancement of corporate value. The basic policy is to determine remuneration at an appropriate level according to each Director's responsibilities. Each Director receives basic remuneration and bonuses for senior executives.

Policy regarding the determination of amounts of remuneration, etc.

Monthly remuneration is determined based on the Company Group performance as well as in consideration of social conditions and the standard levels at similar companies in related industries, according to position and responsibilities. Bonuses for senior executives are paid in cash and reflect performance indicators in order to raise awareness of improved performance for each business year. Specifically, to reflect the achievements of corporate activities in the Company Group, the amount is set to around 1% of consolidated income before income taxes, etc., and the total amount is determined considering other factors.

Policy on determining individual remuneration ratios for Directors

The ratio of remuneration for each category of Director is structured such that the higher the ranking, the greater the weighting of performance-based remuneration, based on benchmarking against companies of similar size and related industries. The Nomination and Remuneration Committee reviews the structure, and the Board of Directors respects its recommendations and determines the individual remuneration within the presented range.

Items determined regarding the contents of individual remuneration of Directors

Regarding individual remuneration, the President and CEO formulates proposed remuneration amounts for each Director in accordance with the Regulations on Officers, based on their position and responsibilities, and submits the proposals to the Nomination and Remuneration Committee. The remuneration amount is then determined in line with the Committee's opinions.

Other important decisions regarding individual remuneration

The amounts or calculation methods for basic remuneration and bonuses for senior executives of Directors are within the limits approved by the General Meeting of Shareholders, and the authority to determine the specific contents is delegated to the President and CEO according to company standards. This is because the President and CEO is well versed in the Group's environment and business situation and is in a position to make comprehensive and appropriate judgments regarding each Director's contributions through the execution of duties. In making these decisions, the recommendations of the Nomination and Remuneration Committee are respected to ensure relevance and transparency with regards to remuneration. The total amount of remuneration for Directors was approved at no more than 200 million yen per year (no more than 20 million yen for outside directors, excluding salaries for those serving concurrently as employees) at the 33rd Ordinary General Meeting of Shareholders held on May 30, 2018, with the number of Directors at the time being 7 (including 2 outside directors).

Reasons for determining that individual remuneration conforms to policy

For this fiscal year, the authority to determine the details of individual monetary compensation, etc. is delegated to President and CEO FUJISHIRO Yoshiyuki. The Board of Directors has confirmed that the decision-making method and the nature of remuneration are consistent with the policy and that the Nomination and Remuneration Committee's opinions are respected, and thus judges that the policy has been adhered to.

Remuneration, etc. for Auditors

The amount or calculation method of remuneration for Auditors is decided through consultation among Auditors within the limits approved by the General Meeting of Shareholders. Additionally, the total amount of remuneration was approved at no more than 20 million yen per year at the Extraordinary General Meeting of Shareholders held on July 18, 1995, with one Auditor at that time.

Total amount of remuneration, etc. for Directors and Auditors (total Remuneration, etc. for fiscal year ending February 2025)

Category	Total remuneration, etc. (million yen)	Total amount by type of remuneration, etc. (million yen)		Number of eligible officers
		Base remuneration	Performance-linked remuneration, etc.	
Directors (outside directors)	144 (3)	144 (3)	— (—)	7 (3)
Auditors (outside auditors)	15 (15)	15 (15)	— (—)	4 (4)
Total (outside officers)	160 (19)	160 (19)	— (—)	11 (7)

* 1. The amount of remuneration, etc. for Directors does not include salaries for those Directors concurrently serving as employees.
* 2. Retirement benefits for Directors paid in the fiscal year ending February 2025: Based on a resolution of the 39th Ordinary General Meeting of Shareholders held on May 30, 2024, the retirement benefits for Directors paid to the Auditor who retired at the close of said meeting are as follows. 1 Auditor, 1.5 million yen (includes provision for retirement benefits for Directors of 1.5 million yen recorded in the above total for the fiscal year and in past business reports as total remuneration, etc. for Auditors, etc.)

List of Officers (as of June 1, 2025)

President and CEO
FUJISHIRO Yoshiyuki
(Born March 18, 1980)
Number of shares owned: 5,276,000 shares

Significant concurrent positions
Director, RORZE ROBOTECH CO., LTD. (Vietnam)
Director, RORZE TECHNOLOGY, INC. (Taiwan)
Director, RORZE SYSTEMS CORPORATION (South Korea)
Outside Director, ADTEC Plasma Technology Co.,Ltd.

Career

September 2006	Joined the Company / November 2009 General Manager, Software Solutions Department, the Company
May 2013	Senior Executive Director, the Company
May 2015	President and CEO, the Company (current)
April 2017	Chairman and President, RORZE ROBOTECH CO., LTD. (Vietnam)
November 2021	Outside Director, ADTEC Plasma Technology Co.,Ltd. (current)
August 2024	Director, RORZE ROBOTECH CO., LTD. (Vietnam) (current)

Reason for selection As President and CEO of the Company, he has taken the helm of the overall management of the Group, demonstrated strong leadership, and is able to appropriately supervise overall management and make decisions. Therefore, it was judged that he can properly fulfill the duties of a Director.

Director
NAKAMURA Hideharu
(Born July 24, 1963)
Number of shares owned: 40,000 shares

Significant concurrent positions
Chairman and President and CEO, RORZE ROBOTECH CO., LTD. (Vietnam)
Director, RORZE TECHNOLOGY, INC. (Taiwan)
Director, RORZE SYSTEMS CORPORATION (South Korea)

Career

September 1989	Joined the Company
July 1995	Section Manager, Manufacturing Section, Semiconductor Equipment Division, the Company
January 1997	Director and President, RORZE ROBOTECH INC. (now RORZEROBOTECH CO., LTD.) (Vietnam)
May 1997	Director, the Company (current)
August 2024	Chairman and President and CEO, RORZE ROBOTECH CO., LTD. (Vietnam) (current)

Reason for selection Having been involved in the Company's Manufacturing Department for many years, he has contributed to the establishment of production bases and has broad knowledge of equipment manufacturing and extensive business management experience. Therefore, it was judged that he is suitable to appropriately fulfill the duties of Director.

Director
HAYASAKI Katsushi
(Born August 01, 1965)
Number of shares owned: 36,000 shares

Significant concurrent positions
President and CEO, RORZE IAS Inc.
Director, RORZE ROBOTECH CO., LTD. (Vietnam)
Director, RORZE TECHNOLOGY, INC. (Taiwan)
Director, RORZE SYSTEMS CORPORATION (South Korea)

Career

June 1998	Joined the Company
November 2001	General Manager, Overseas Business Department, the Company
May 2003	Director, the Company (current)
June 2005	Executive Officer and General Manager, Overseas Business Headquarters, the Company
March 2011	General Manager, Overseas Sales Department, the Company
June 2025	President and CEO, RORZE IAS Inc. (current)

Reason for selection He has extensive experience and business results in global sales of semiconductor automation products, and it has been determined that he can properly fulfill his duties as Director by utilizing such experience and achievements.

Director and Advisor
SAKIYA Fumio
(Born April 13, 1945)
Number of shares owned: 61,942,000 shares

Significant concurrent positions
Director, RORZE SYSTEMS CORPORATION (South Korea)

Career

March 1985	Date of Establishment / President and CEO of the Company
May 2015	Chairman and President and CEO of the Company
May 2017	Advisor to the Board of Directors of the Company (current)

Reason for selection As the founder of the Company, and having led the management of the entire Group for many years, he is expected to appropriately supervise and make decisions regarding all aspects of management based on his managerial insight and extensive experience, making him suitable to properly fulfill the duties of Director.

Outside Independent
Outside Director
HAMORI Hiroshi
(Born March 20, 1977)
Number of shares owned:- shares
Years as outside director: 9 years

Significant concurrent positions
President and CEO, OHT Inc.

Career

October 1999	Joined OHT Inc.
July 2008	Director and General Manager, R&D Division, R&D Headquarters, the Company
July 2014	President and CEO, the Company (current)
May 2016	Outside Director, the Company (current)
June 2020	Executive Officer, V Technology Co., Ltd. (current)

Reason for selection Taking advantage of his business experience and insight as President and CEO of OHT Inc. he is expected to provide advice on the management of the Company and supervise business operations. Furthermore, based on his knowledge of the semiconductor automation product industry, he is expected to supervise and advise on technology development, sales and marketing, and global business.

Outside Independent
Outside Director
MORISHITA Hidenori
(Born October 01, 1971)
Number of shares owned:- shares
Years as outside director: 3 years

Significant concurrent positions
President and CEO, ADTEC Plasma Technology Co.,Ltd.

Career

February 1999	Joined Adtec Co., Ltd. (now ADTEC Plasma Technology Co.,Ltd.)
November 2012	Director, ADTEC Plasma Technology Co.,Ltd.
November 2018	President and CEO, the Company (current)
May 2022	Outside Director, the Company (current)

Reason for selection Tapping into his abundant business experience and insight as President and CEO of a publicly listed company, he is expected to provide guidance and recommendations on the Company's operations and, based on his knowledge of the semiconductor automation product industry, to supervise and advise on sales, marketing, and global business.

Outside Independent
Outside Director
AOTO Nahomi
(Born May 26, 1958)
Number of shares owned:- shares
Years as outside director: 1 years

Significant concurrent positions
Specially Appointed Professor, Research Institute for Semiconductor Engineering, Hiroshima University
Visiting Professor, Center for Innovative Integrated Electronic Systems, Tohoku University
Outside Director, Nippon Electric Glass Co., Ltd.

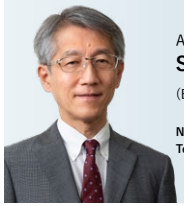
Career

April 1983	Joined NEC Corporation
December 2011	Executive Officer, Elpida Memory, Inc.
April 2015	Sr. Director, Head of DRAM and New Memory Process Development, Technology Development Division, Micron Technology, Inc. (USA)
November 2017	Sr. Director, Head of DRAM Process Development, Technology Development Division, Micron Memory Japan, K.K.
February 2023	Advisory Board Member, AIST (current)
August 2023	Specially Appointed Professor, Hiroshima University (current) / Visiting Professor, Tohoku University (current)
March 2024	Outside Director, Nippon Electric Glass Co., Ltd. (current)
May 2024	Outside Director, the Company (current)

Reason for selection Having served as head of technology development and executive officer at Micron Memory Japan, K.K. and its predecessors, and with extensive experience and expertise in global companies, she is expected to provide guidance and recommendations on business operations and supervision and advice regarding technology development and global business.

* The term of office for Directors is one year.
* There are no special interests between Mr. FUJISHIRO Yoshiyuki, Mr. NAKAMURA Hideharu, Mr. HAYASAKI Katsushi, Mr. SAKIYA Fumio, and the Company.
* Mr. HAMORI Hiroshi, Mr. MORISHITA Hidenori, and Ms. AOTO Nahomi meet the independence criteria specified by the listed financial instruments exchange. In accordance with the provisions of Article 427, Paragraph 1 of the Companies Act, a contract was entered into limiting the liability for damages under Article 423, Paragraph 1 of the Act, and the limited liability amount is set at the minimum amount as specified in Article 425, Paragraph 1 of the Act
* Although Mr. MORISHITA Hidenori concurrently serves as President and CEO of ADTEC Plasma Technology Co.,Ltd., transactions with the Company are minor and do not affect his independence.

List of Executives



Outside Independent

Auditor
SHIMODE Kazumasu
(Born November 29, 1957)

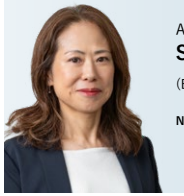
Number of shares owned:- shares
Term as Auditor: 8 years

Significant concurrent positions: Auditor, RORZE ROBOTECH CO., LTD. (Vietnam)
Auditor, RORZE TECHNOLOGY, INC. (Taiwan)

Career

March 1981	Joined Noritsu Koki Co., Ltd.
June 2010	Director and CFO, SAIAN CORPORATION
August 2011	Executive Vice President and Director, SAIAN CORPORATION
June 2013	Full-time Auditor, Noritsu Koki Co., Ltd.
July 2015	Daisen Co., Ltd. (now Daisen System Service Co., Ltd.) Auditor
May 2017	Full-time Auditor, the Company (current)

Reason for selection: Having been involved in corporate management as a Director at other companies and with experience as a full-time Auditor, he possesses considerable knowledge and experience in corporate governance, and is expected to leverage his expertise and experience to the Company's audit system.



Outside Independent

Auditor
SHIBATA Naoko
(Born November 06, 1970)

Number of shares owned:- shares

Significant concurrent positions: Outside Director, Nakayama Fuku Co., Ltd.

Career

October 1995	Joined Deloitte Touche Tohmatsu (now Deloitte Touche Tohmatsu LLC)
October 2010	Joined YUSEI Audit & Co. (now Grant Thornton Taiyo LLC)
June 2015	Outside Director, Nakayama Fuku Co., Ltd. (current)
October 2024	Established SHIBATA Naoko Certified Public Accountant Office (current)
May 2025	Auditor, the Company (current)

Reason for selection: As a certified public accountant, she possesses considerable knowledge related to financial, accounting, and legal matters, and is expected to apply her professional knowledge and experience cultivated so far to our company's Audit system.

Outside Independent

Auditor
KAKU Noriko
(Born August 14, 1979)

Number of shares owned:- shares
Term as Auditor: 1 years

Significant concurrent positions: Outside Director (Audit Committee Member), Okayama Paper Industries Co., Ltd.

Career

December 2011	Registered as an attorney (Okayama Bar Association)Joined Tano Law Office (now Kouraku Law Office) (current)
August 2022	Outside Director (Audit & Supervisory Committee member), Okayama Paper Industries Co., Ltd. (current)
May 2024	Auditor, the Company (current)

Reason for selection: With experience as an Audit & Supervisory Committee member at another company and advanced abilities and expertise in law as an attorney, she is expected to apply her professional knowledge and experience cultivated so far to the audit system of our company.

* Mr. SHIMODE Kazumasu, Ms. SHIBATA Naoko, and Ms. KAKU Noriko meet the criteria for independent officers prescribed by the Tokyo Stock Exchange and have no special interests with the Company. In accordance with the provisions of Article 427, Paragraph 1 of the Companies Act, a contract was entered into limiting the liability for damages under Article 423, Paragraph 1 of the Act, and the limited liability amount is set at the minimum amount as specified in Article 425, Paragraph 1 of the Act.

Skill matrix

	Name	Current position in the Company	Expertise possessed by Directors and Auditors						
			Independence	Global management	Advanced technology, research & development	Sales & marketing	Production/SCM *	Financial, accounting	Legal, /risk management
Director	FUJISHIRO Yoshiyuki	President and CEO		●	●	●	●	●	
	NAKAMURA Hideharu	Director		●			●		
	HAYASAKI Katsushi	Director		●	●	●			
	SAKIYA Fumio	Director and Advisor		●	●	●	●		
	HAMORI Hiroshi	Outside Director	●	●	●	●			
	MORISHITA Hidenori	Outside Director	●	●		●			
	AOTO Nahomi	Outside Director	●		●	●			
Auditor	SHIMODE Kazumasu	Full-time outside auditor	●	●			●	●	●
	KAKU Noriko	Outside Auditor	●						●
	SHIBATA Naoko	Outside Auditor	●					●	

* SCM (Supply Chain Management) (Note) The symbol ● indicates an expected area of contribution.

Internal Controls

At RORZE, we recognize the development and proper operation of an internal control system as an extremely important management foundation to continuously enhance corporate value and ensure the soundness, efficiency, and transparency of management. The Board of Directors, Audit & Supervisory Board, and Internal Audit Office each fulfill their functions and roles and cooperate with each other to establish an appropriate management monitoring system that complies with laws, regulations, and internal rules.

Compliance

At RORZE, we have established a “Code of Conduct” and “Compliance Regulations” as a foundation to fulfill corporate social responsibility and achieve sustainable growth and sound management. With this, all senior executive/officers and employees value corporate ethics and act with sincerity and fairness as a basic attitude, striving to maintain and develop a sound and transparent corporate culture. Furthermore, we aim to secure the trust of society by conducting appropriate corporate activities based on compliance with laws and regulations.

In addition, the Compliance Regulations clearly stipulate maintenance of a hotline/internal reporting system and our approach to respect for stakeholders.The Code of Conduct, which applies to all senior executives and employees, is published on our website and thoroughly communicated to employees.

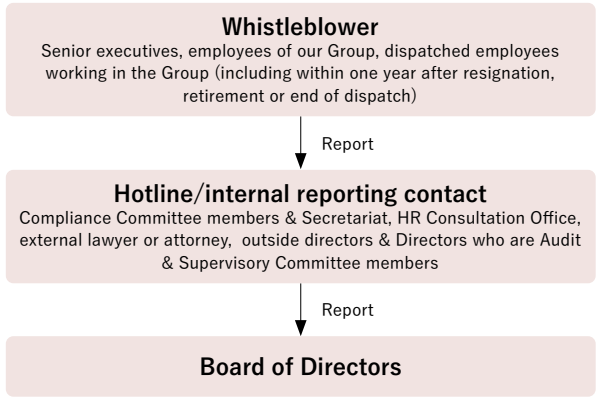
Risk management and response system

We have established a system whereby we accurately identify and analyze various risks inherent in business activities so that we can prevent the occurrence of significant losses. Risks are regularly identified and evaluated, and are discussed at Management Meetings and Group Management Meetings as necessary. In the event that a significant management risk materializes, a task force headed by the President and CEO will be established to minimize damage through swift and accurate actions.

Hotline/internal reporting system

Positioning compliance as the foundation of management policies, we have established a hotline/internal reporting system with the aim of maintaining a sound corporate culture and strengthening corporate governance. As part of this initiative, we have established a dedicated contact point for reports from our Group’s senior executives and employees, accepting reports and consultations on compliance violations, human rights violations, and potential such acts. Compliance personnel check reports and implement fact-finding and corrective measures as necessary. Information provided by whistleblowers is strictly managed, and they are not subject to any disadvantageous treatment.

Diagram of internal whistleblower system



Dedicated reporting contact for business partner

We have positioned compliance at the core of our management and established a dedicated contact point to accept reports from business partners. The relevant department confirms the contents of the report and implements corrective measures as necessary. Information provided by whistleblowers is strictly managed, and they are not subject to any disadvantageous treatment. There are limitations in responding to anonymous reports.

Precautions

Anonymous reports may result in restrictions on investigation and response. We strictly prohibit use for slander or sales purposes.

Please refer to our website for details.
https://sustainability.rorze.com/governance/hotline/

Response to antisocial force

RORZE resolutely works as a organization to eliminate any relationships with antisocial forces. We thoroughly communicate our "Code of Conduct" based on the “Compliance Regulations” to all senior executives and employees. We have also established the “Regulations for Measures Against Antisocial Forces,” and handle responses in cooperation with the police and advisory lawyers, with the General Affairs Section as the contact point.

CONTENTS

04

Corporate Data

Contents

Financial Highlights

Unit: Million yen

Performance trends (Consolidated)	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Net sales	19,942	24,738	52,248	31,368	37,103	50,803	67,004	94,518	93,247	124,406
Ratio of overseas sales	81.9%	82.8%	86.2%	92.8%	84.5%	87.1%	89.2%	90.4%	90.2%	88.3%
Semiconductor automation product	12,575	14,853	17,992	23,543	28,894	33,702	57,625	80,839	78,946	102,368
Analytical equipment	-	-	-	-	-	-	-	-	3,112	3,946
FPD Automation product	5,033	7,368	30,389	3,320	4,108	12,425	3,699	6,340	3,713	8,593
Life science product	17	65	346	425	817	686	752	1,186	1,220	1,074
Parts, repairs, others	2,316	2,451	3,520	4,078	3,283	3,988	4,926	6,152	6,255	8,423
Gross profit	6,086	8,003	9,240	10,550	13,282	14,720	22,639	34,806	35,257	49,619
Operating profit	2,938	4,572	4,236	5,812	7,743	9,314	15,809	26,418	24,138	31,978
Operating profit margin	14.7%	18.5%	8.1%	18.5%	20.9%	18.3%	23.6%	28.0%	25.9%	25.7%
Recurring profit	2,977	4,581	4,404	5,876	7,517	8,487	17,818	30,344	27,076	35,086
Net income attributable to shareholders of parent company	2,161	3,055	2,743	4,397	5,470	6,470	12,824	21,384	19,576	23,634
EPS (Earnings Per Share) (yen)	12.3	17.3	15.5	24.9	31.0	36.7	72.7	121.2	111.0	134.0
Cash flows from operating activities	1,147	3,663	△27	△1,494	6,659	8,157	3,016	△1,920	15,544	36,791
Cash flows from investing activities	△306	△1,194	△1,713	△4,670	△5,703	△2,658	△916	△5,151	△5,908	△6,455
Cash flows from finance activities	△102	△472	3,558	9,262	434	△1,449	3,578	10,742	△792	△9,160
Free cash flow	840	2,469	△1,741	△6,165	955	5,499	2,100	△7,071	9,636	30,336
Capital expenditures	425	998	1,701	4,519	6,041	1,980	2,509	4,653	1,166	2,358
Depreciation	349	356	433	564	912	1,206	1,419	1,862	2,187	2,471
Research and development expenses	349	380	441	339	437	418	871	911	1,020	1,241
Total assets	13,462	16,231	20,847	23,941	28,571	34,605	50,222	74,795	99,550	128,717
Cash and deposits	4,494	6,360	8,652	11,538	12,838	16,825	23,631	28,292	37,951	62,990
Property, plant and equipment	6,002	6,545	7,908	11,636	16,411	16,657	17,481	22,102	22,621	24,452
Shareholders' equity	11,183	14,004	16,602	20,610	25,648	31,600	43,905	63,619	84,677	105,573
Interest-bearing liabilities	4,346	3,989	7,085	16,843	17,693	16,769	20,886	32,823	34,513	31,613
Market capitalization	10,689	45,264	43,588	28,594	58,388	129,654	188,748	186,807	371,145	287,532
Price-earnings ratio: PER (multiplier)	4.9	14.8	15.9	6.5	10.7	20.0	14.7	8.7	19.0	12.2
Return on invested capital (ROIC)	13.0%	17.8%	11.8%	11.3%	12.1%	14.4%	18.3%	21.8%	15.0%	16.3%
Return on equity (ROE)	21.3%	24.3%	17.9%	23.6%	23.7%	22.6%	34.0%	39.8%	26.4%	24.8%
Dividends per share (DPS) (yen)	1.5	2.3	2.0	2.5	3.0	3.0	6.5	13.5	13.5	17.0
Dividend payout ratio	12.2%	13.3%	12.9%	10.0%	9.7%	8.2%	8.9%	11.1%	12.2%	12.7%

*1 The presented figures are on a consolidated basis in line with Japanese accounting standards. Amounts are in millions of yen (rounded off), unless otherwise specified.
*2 Per-share indicators have been recalculated for past periods based on the 10-for-1 stock split carried out on September 1, 2024.
*3 In the breakdown of net sales, (1) Items previously divided as "motor control equipment" and "merchandise" have been consolidated into "parts/repairs etc." for previous fiscal years, and (2) The aggregation scope for analytical instruments and parts/repairs etc. has been changed for the fiscal year ending February 2025.
*4 Free cash flow is the simple total of operating cash flow and investing cash flow.
*5 Return on invested capital (ROIC) is calculated by adding operating income and total income taxes for the current year, and dividing by the average of shareholders' equity and interest-bearing liabilities at the beginning and end of the term.
*6 Market capitalization and price-earnings ratio are based on end-of-period share prices.

Non-Financial Highlights

Environment (Aggregation scope: Consolidated)

	Unit	FY2023	FY2024
Greenhouse gas (GHG) emissions			
Scope 1 Direct emissions	t-CO2e	2,659	2,493
Scope2 Indirect emissions from energy sources	t-CO2e	26,620	29,504
Scope3 supply chain	t-CO2e	753,821	806,144
1 Purchased products/ services	t-CO2e	321,725	325,018
2 Capital goods	t-CO2e	4,272	6,574
3 Energy-related activities	t-CO2e	2,985	3,237
4 Transportation and delivery (upstream)	t-CO2e	7,092	8,483
5 Waste generated from operations	t-CO2e	1,349	1,519
6 Business travel	t-CO2e	3,464	4,605
7 Employee commuting	t-CO2e	1,540	917
9 Transportation and delivery (downstream)	t-CO2e	7,783	8,780
11 Use of sold products	t-CO2e	403,267	446,610
12 Disposal of sold products	t-CO2e	253	319
15 Investments	t-CO2e	91	85
Total	t-CO2e	783,100	838,144
Power generation			
Renewable energy generated*	MWh	1,437	1,499
Waste			
Waste emissions (volume of which is recycled)	t	1,493(436)	1,808(659)

*Including externally sold electricity

Society (Aggregation scope: Non-consolidated)

	Unit	FY2023	FY2024
Composition of employees*			
Number of employees at end of period	people	240	243
Ratio of female employees	%	15.8	15.2
Ratio of women in management positions**	%	12.5	7.4
Ratio of foreign employees	%	1.7	1.3
Ratio of foreign nationals in management positions	%	-	-
Cumulative ratio of career track employees	%	54	54
Recruitment*			
Number of new hires	people	17	19
Number of new graduate hires (female hires)	people	7 (0)	8 (2)
Number of mid-career hires (female hires)	people	10 (2)	11 (1)
Gender wage gap**			
Regular employees	%	87.8	89.6
Regular employees (management)	%	90.2	91.9
Regular employees (non-management)	%	89.9	92.1
Non-regular workers	%	36.3	35.1
All workers	%	49.1	48.5
Other human resources-related items*			
Average age	years	43.8	43.9
Average years of service	year	16.0	16.2
Average annual paid leave days taken	day/year	16.7	15.9
Average overtime hours	hours/month	20.5	23.3
Number eligible for parental leave	people	12	9
Return-to-work rate after parental leave	%	100	100
Parental leave acquisition rate of female workers	%	100	33
Parental leave acquisition rate of male workers	%	50	50

* Indicator excluding temporary and re-employed employees.
**The difference in the ratio of women in management (FY2024: women 7.8%, men 11.3%) is considered a factor in the wage gap. The gender wage gap among non-regular and all workers is affected by the fact that non-regular male workers are mainly re-hired and contract employees, while many non-regular female workers are part-time workers.

Governance

	Unit	FY2023	FY2024
Board of Directors			
Number of Directors	people	6	7
Ratio of female employees	%	-	14
Ratio of outside directors	%	33	43
Ratio of independent directors	%	33	43
Number of board meetings held	times	18	17
Attendance rate	%	100	100
Audit & Supervisory Board			
Number of auditors	people	3	3
Ratio of female employees	%	-	33
Ratio of outside auditors	%	100	100

Company Information (as of end of February 2025)

Company overview

Company name	RORZE CORPORATION
Representative	FUJISHIRO Yoshiyuki
Founding	March 30, 1985
Capital stock	982 million Japanese Yen
Factories	Head Office Factory (Fukuyama-shi, Hiroshima), Kyushu Factory (Koshi-shi, Kumamoto)
Branch Office	Yokohama Branch Office (Kohoku-ku, Yokohama-shi, Kanagawa)
Number of employees	341(97), Consolidated: 4,508(106) () indicates the annual average number of temporary and re-employed employees.
Subsidiaries	RORZE INTERNATIONAL PTE.LTD. (Singapore) RORZE AUTOMATION, INC. (USA) RORZE ROBOTECH CO., LTD. (Vietnam) RORZE TECHNOLOGY, INC. (Taiwan) RORZE TECHNOLOGY SINGAPORE PTE.LTD. (Singapore) RORZE SYSTEMS CORPORATION (Korea) RORZE SYSTEMS VINA CO., LTD. (Vietnam) RORZE CREATECH CO., LTD. (China) RORZE CREATECH SEMICONDUCTOR EQUIPMENT CO., LTD. (China) RORZE ENGINEERING GmbH (Germany) RORZE ENGINEERING FRANCE SARL (France) Nanoverse Technologies, Ltd. (USA) RORZE Lifescience Inc. (Japan) Genostaff Co., Ltd (Japan) RORZE IAS Inc. (Japan)
Affiliate companies	Preciv Co., Ltd (Vietnam)

Stock information

Listed stock exchange	Tokyo Stock Exchange Prime Market
Securities code	6323
Listing date	December 24, 1997
Total number of authorized shares	352,800,000 shares
Total number of issued shares	176,400,000 shares
Number of shareholders	28,565 people
Number of shares per unit	100 shares

Status of major shareholders (Top 10)

	Shareholder name	Number of shares owned	Shareholding ratio
1	SAKIYA Fumio	61,942,000	35.12
2	The Master Trust Bank of Japan, Ltd. (Trust Account)	12,810,200	7.26
3	Custody Bank of Japan, Ltd. (Trust Account)	8,787,300	4.98
4	Balloon River LLC	8,360,000	4.74
5	FUJISHIRO Yoshiyuki	5,276,000	2.99
6	The Chugoku Bank, Ltd.	3,200,000	1.81
7	Ikoen Co., Ltd.	2,100,000	1.19
8	STATE STREET BANK AND TRUST COMPANY 505025	1,770,300	1.00
9	GOVERNMENT OF NORWAY	1,487,009	0.84
10	STATE STREET BANK WEST CLIENT-TREATY 505234	1,333,700	0.76
	Total	107,066,509	60.71

(Note) The shareholding ratio is calculated excluding treasury shares (34,860 shares)

Major indices coverage (as of August 31, 2025)

- JPX Nikkei Index 400
- JPX Prime 150
- S&P/JPX Carbon Efficient Index
- Nikkei Semiconductor Stock Index

Disclosure policy

Standards for information to disclose

In accordance with relevant laws and regulations, such as the Financial Instruments and Exchange Act, as well as timely disclosure regulations stipulated by the Tokyo Stock Exchange (hereinafter referred to as the "Timely Disclosure Rules"), we disclose information promptly based on transparency, fairness, and continuity. Additionally, even for information that does not fall under information required to be disclosed by relevant laws and the Timely Disclosure Rules, we will actively and fairly disclose information that we determine to be important or beneficial for shareholders and other investors to understand the Company.

Methods of information disclosure

For information disclosed pursuant to the Timely Disclosure Rules, we will promptly post such information on our website after disclosing it through the Tokyo Stock Exchange's "TDnet (Timely Disclosure Network)" and other channels. Even for information not subject to the Timely Disclosure Rules, we will strive, by means such as posting on our website, to disseminate such information as widely and fairly as possible.

Regarding outlook

Information regarding the outlook, forecasts, targets, plans, and other future matters disclosed by the Company regarding the Company Group are based on our judgments or assumptions as of the time of disclosure, and do not constitute a guarantee or promise of the achievement of future numerical plans or measures. Actual results, etc. may differ significantly due to various factors.

Regarding the silent period

To prevent leakage of important company information and ensure fairness, we set a certain period as the "silent period," in principle, from one week prior to the quarterly account settlement date to the date of the announcement of financial results for each quarter. During this period, we refrain from answering questions or providing comments regarding financial results or related information. However, even during this period, if a significant fact arises that is judged to have a material impact on the investment decisions of shareholders and other investors, this shall not apply.

RORZE

[Head Office] 1588-2 Michinoue, Kannabe-cho, Fukuyama-shi, Hiroshima,720-2104, JAPAN https://www.rorze.com/en/