RORZE

Integrated Report 2026

RORZE CORPORATION

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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.

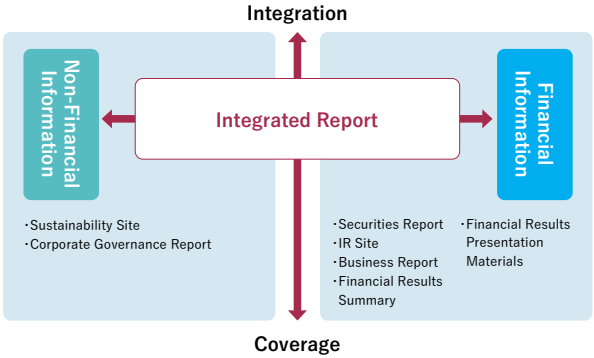
Reporting Period

March 1, 2025 – February 28, 2026 as fiscal year FY2025 or FY25
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.

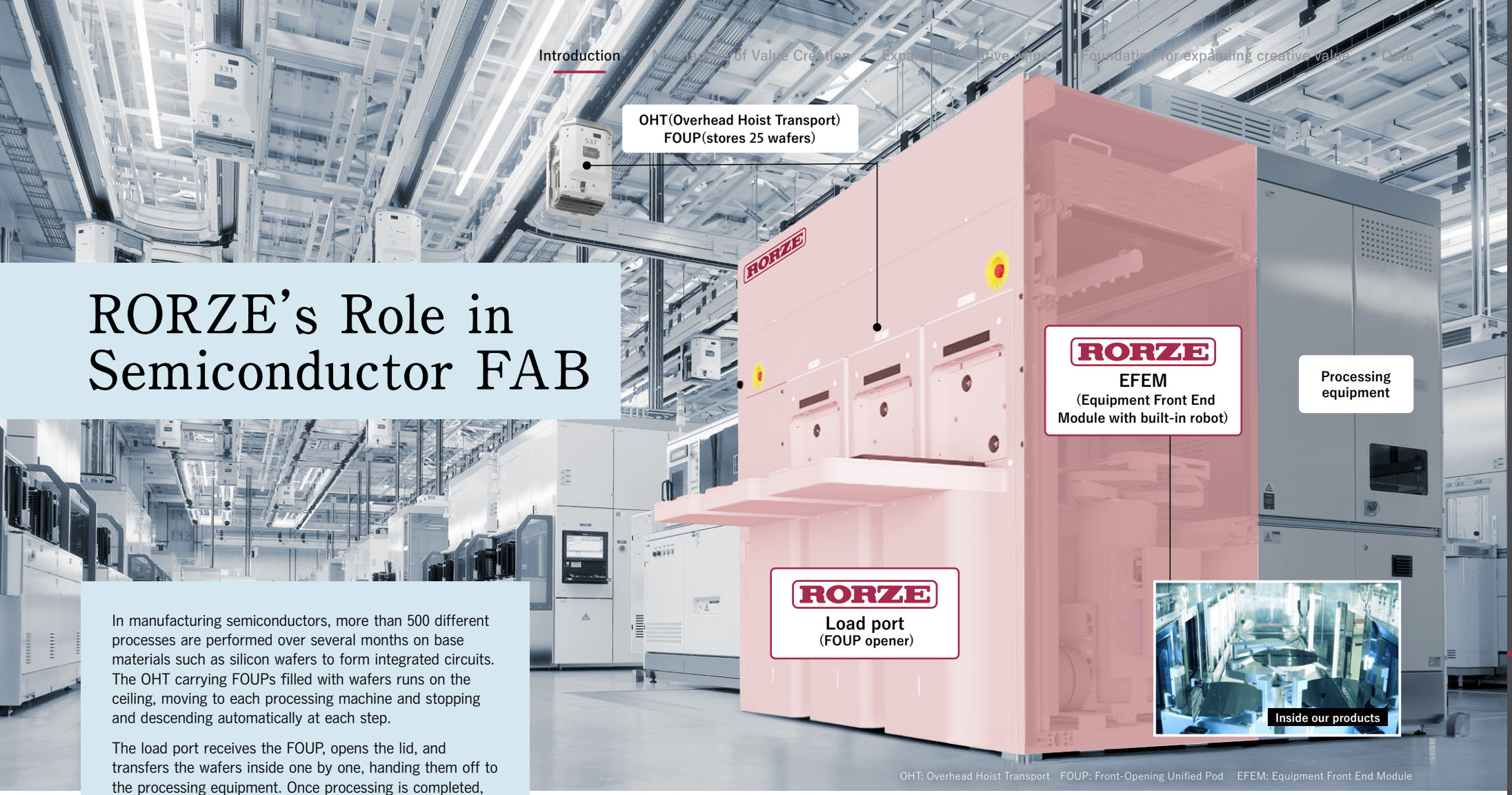
RORZE has developed and provided wafer handling robots that operate in factories producing cutting-edge semiconductors, building a world-leading market share with our unique technology.

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 EFEM: Equipment Front End Module

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 a particle-free 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

Leading at the Forefront in an Era of Transformation Driven by AI

— RORZE's Resolve to Chart the Course for Its Next Stage of Growth

President and CEO **FUJISHIRO Yoshiyuki**

Review of the Past Year

— Achieving Record-High Net Sales and Building a Resilient Business Foundation to Prevail in the Growth Race of the AI Era —

Net sales for the fiscal year ended February 2026 reached a record high of 128.8 billion yen. Capital expenditures for semiconductor manufacturing grew at a pace comparable to the previous year in the first half, while demand increased in the second half. However, we believe that full-scale growth is still to come.

Against this backdrop, expanding AI-related demand is accelerating structural changes throughout the semiconductor industry. In addition to high-performance semiconductors for data centers, we expect demand growth to spread to edge AI and industrial applications, with continued market growth anticipated over the medium to long term. For us to establish a solid position in this unprecedented growth phase, strategies that accurately capture rapidly changing market trends and enable us to make the first move will be essential.

In the semiconductor manufacturing equipment industry, to which RORZE belongs, investment cycles fluctuate with market conditions and waves of technological innovation. Companies must therefore combine the agility to respond to short-term changes in demand with management decisions based on a medium- to long-term perspective.

In this environment, RORZE has continuously reinvested the profits generated during periods of market expansion in technologies that will drive the next stage of growth, a robust production system, and human resources. Precisely because we have a deep understanding of the industry's susceptibility to changes in the external environment, we believe it is important to build competitiveness for the future during periods of favorable market conditions.

In this industry, I recognize that one of my roles as the head of management is to exchange information closely with a wide range of partner companies—including our customers, such as end users and manufacturing equipment manufacturers, and our suppliers, such as component and material manufacturers—and to stimulate our organization while creating strong partnerships that generate new value.

In addition to collaboration with these partner companies, our in-house production system is a powerful asset that enables us to prevail in an uncertain environment. Even when exceptional circumstances require an irregular response, we can respond with exceptional flexibility because we complete much of the process, from design through manufacturing, within the Group.

Our strengths are our external co-creation capabilities through a strong network and our internal responsiveness through in-house production. By combining them, we will build a resilient business structure and fulfill our responsibility to provide customers with a stable supply, even during the explosive growth phase of the AI era.

Financial strategy and capital efficiency

RORZE has worked to optimize its inventories, but as AI demand expands, the entire industry is being called upon to establish the supply capacity needed to withstand explosive growth.

To meet this market demand, in fiscal 2026 and 2027 we will shift our policy away from simply reducing inventory and work to secure strategic and appropriate inventory levels based on the premise of ensuring a stable supply.

We will allocate our ample cash on hand with an emphasis on balancing shareholder returns and growth investments. In addition to share repurchases, we will make planned investments in such areas as expanding production capacity through the construction of a new factory in Vietnam and enhancing the development environment through the development of the new headquarters, thereby strengthening our medium- to long-term competitiveness and enhancing corporate value.

We also regard improving development and production efficiency through the use of AI as an important investment theme and will enhance competitiveness by increasing the productivity of each employee. We believe it is important not merely to accumulate cash, but to allocate it to investments in the next generation of technologies and talent and in our future competitiveness.

External environment and business strategy

AI is now the overriding force driving the semiconductor market. As AI advances, enormous semiconductor demand is emerging across applications ranging from data centers to edge devices, and major manufacturers are accelerating large-scale investments in semiconductor manufacturing to meet this demand.

As these investments further advance the social implementation of AI, I believe that AI will significantly transform how we work in the near future and that we are now at the very beginning of AI permeating everyday life around the world. Looking ahead, the next five years or so will be an extremely important period for the penetration of AI into our society. Accordingly, we recognize that the semiconductor manufacturing industry is also entering a critical stage in its next growth phase. We do not rule out the possibility that instability in international affairs could have localized effects on supply chains. However, the impact of technological advances in AI on the market will be far greater in scale, and we do not believe that high-level political developments can become a factor that suppresses growth in the semiconductor market. The essential theme going forward will undoubtedly be the development of AI technology. Countries around the world are rushing to make capital expenditures in areas such as humanoid robots and quadruped robots. The key will be how effectively we can capitalize on this enormous wave.

Furthermore, when supply chains are disrupted, not only can logistics networks be stalled, but procurement risks may also arise, such as being unable to use components from a particular country. However, because we have advanced in-house production from design through manufacturing, we can respond rapidly by making specification changes to accommodate alternative components. We therefore believe that we can turn these environmental changes into a major strength unique to RORZE.

▼Changes in semiconductor structure in the AI era

RORZE has expanded its business by focusing on wafer handling robots for front-end semiconductor manufacturing processes and leveraging its strengths in high cleanliness and robustness. The front-end is where semiconductor devices are produced, while the back-end process involves packaging. To use castella sponge cake as an analogy, the process of making and baking it from raw materials corresponds to the front end, while packing it whole or cutting it into pieces and placing them in boxes corresponds to the back-end process. The front-end is considered to have higher added value and is an extremely important process because manufacturing must be conducted with strict attention to the intrusion of microscopic contaminants and to yield.

Recently, however, attention has turned to the middle-end process that connects the two. Today, only a limited number of companies with substantial financial resources can enter the field of miniaturization, which is a key focus of the front-end. As a result, an approach emerged in which multiple completed chips are combined two- or three-dimensionally into a single product to enhance performance and added value through means other than miniaturization. Returning to the castella analogy, this process involves thinly slicing the baked castella, layering it with cream and fruit, and creating a cake-like castella with greater added value. The advanced technology at the heart of this middle-end process is advanced packaging.

What is interesting is that this latest technology is created through the fusion of back-end and front-end technologies. As the industry has recognized the scope for innovation in packaging and pursued diverse forms of advancement, investments not only in the front-end but also, increasingly, in advanced packaging have become extremely active.

Because we have undertaken various initiatives with major manufacturers over many years, we were able to respond quickly to this trend toward advanced packaging. As semiconductor manufacturing processes become increasingly complex, we expect the high-cleanliness and durable technologies we have developed in the front-end to provide an even greater competitive advantage. In the advanced packaging field, we also expect robot unit prices to increase as functions are added and the objects being handled become larger, thereby contributing to the expansion of our net sales. Advanced packaging currently accounts for approximately 10% of RORZE's net sales, but we expect it to grow dramatically—potentially faster than the front-end—and expand into a large market.

▼Group synergies — RORZE IAS and Nanoverse Technologies, Ltd.

RORZE IAS became our wholly owned subsidiary in 2023 and has strengths in impurity detection technology for leading-edge front-end processes. In June 2025, Mr. HAYASAKI, who has experience establishing overseas sales channels and a global service platform, became President and is leading RORZE IAS's efforts to expand its business. As semiconductor miniaturization advances, even minute foreign matter and impurities can significantly affect yield, further increasing the importance of inspection and analysis technologies. In recent years, the company has also secured orders in the new field of laser-based analysis and is expanding its product lineup with its R&D capabilities at the core. By utilizing RORZE's global manufacturing, sales, and service network, the company is also expanding customer contact points and accelerating business development.

Nanoverse Technologies, Ltd., which became a consolidated subsidiary in 2024, develops, manufactures, and sells semiconductor manufacturing equipment. The

company offers laser scribing* equipment for advanced packaging, and we will develop it into a key pillar of our business going forward. Its strength lies in its ability to perform wafer scribing more rapidly, accurately, and flexibly by using proprietary laser control technology. We believe that this technology can meet the performance requirements of next-generation advanced packaging.

* Wafer scribing: The process of cutting substrates

Through synergies with Group companies, RORZE aims to expand its coverage from the front-end through the middle- and back-end processes while strengthening long-term relationships with customers. By combining the expertise of Group companies with RORZE headquarters as the foundation for design and development, sales, service, and manufacturing, we will create products with even greater added value. For example, since joining the RORZE Group, RORZE IAS has built a stronger business foundation by expanding sales channels in Taiwan, Europe,

and other regions more extensively than before and moving forward with the production of certain products at the Vietnam factory. Nanoverse Technologies, Ltd. is similarly growing by utilizing RORZE's business foundation.

Particularly in new processes and next-generation fields that have yet to be established within the industry, we believe it is essential not only to provide completed solutions but also to create new value together with customers through a process of trial and error.

What pleases us most is that, beyond simply receiving product orders, we have built strong partnerships that lead customers to think, “Let's consult the RORZE Group first,” when developing new processes or taking on the challenge of next-generation technologies.

To deepen these relationships further, we will continue working closely with customers and make these relationships a source of our medium- to long-term competitive advantage.

▼R&D and technological innovation

At RORZE, our practice of identifying issues at actual worksites and refining our high-cleanliness transfer technology through repeated prototyping and improvements has become the foundation of our current competitiveness. Meanwhile, in response to increasingly sophisticated semiconductor manufacturing processes and growing demand for faster development, we began placing greater emphasis on simulation and theoretical analysis approximately one year ago.

In addition to our conventional manufacturing approach, which emphasizes actual sites and actual products, we will evolve toward a two-pronged development system that combines simulation, theoretical analysis, and basic research to create better products.

Another key point is the high compatibility between simulation and AI. By using AI to adjust the vast number of simulation parameters, we expect it eventually to be applied to optimizing development conditions and improving design accuracy. RORZE will seek to establish a development process that combines simulation with measured data while building a next-generation development system that stays ahead of the times.

Furthermore, as semiconductors become more advanced and miniaturized, RORZE intends to study microscopic debris, dust, and particles that adhere to wafers. Debris is generated when objects collide, but the question of which substances generate what types of debris upon collision remains an underdeveloped field of research. We intend to consider pursuing this research going forward.

New headquarters— serving as our Global Innovation Hub

With future business growth and stronger technical development capabilities in mind, RORZE is constructing an R&D building at its headquarters. The headquarters in Fukuyama, Hiroshima, which was built in 1996, faced constraints in terms of both space and equipment as the workforce increased with business expansion and R&D functions became more sophisticated. Although our mother factory and production base is in Vietnam, we believe that our headquarters should remain our leading development base. We therefore plan to establish an R&D cleanroom, an anechoic chamber, a precision measurement room, and other facilities in the new building to create an R&D environment that can meet the needs of the next-generation semiconductor market. In particular, by establishing a clean environment that includes an ISO Class 1-compliant area, we aim to accelerate the development of more advanced clean transfer technology and precision control technology.

We are also positioning this R&D building as our Global Innovation Hub, where technological collaboration throughout the Group will be accelerated. By adopting an open layout that utilizes atriums and internal staircases and promoting communication across departments and Group companies, we will link these interactions to new technological ideas and product development. We also emphasize creating an environment where people connect naturally and new value emerges from spontaneous conversations and ideas.

In terms of environmental performance, recognizing that our industry consumes large amounts of electricity, we will introduce energy-efficient equipment and renewable energy while seeking ZEB certification. Precisely because the semiconductor industry is subject to pronounced business cycles, we will prioritize reducing running costs over initial costs and make capital expenditures from a long-term perspective, thereby strengthening a sustainable management foundation.

Co-creation between AI and people

While actively promoting the use of AI, RORZE continues to explore what constitutes value that only people can create. The key is to secure talent globally and strengthen our R&D structure. Specifically, while substantially strengthening our production and development systems in Vietnam, a major base, we accepted engineering interns from India in May 2026 as a new initiative to incorporate diverse expertise. India is a region where not only is growth in the semiconductor market anticipated, but there is also an exceptionally deep pool of highly skilled IT talent and R&D talent. By engaging with people who have diverse backgrounds and flexible perspectives, we will generate new ideas and technologies and secure engineers with a worldwide perspective, with a view to medium- to long-term collaboration. We believe that people who can effectively use AI while giving form to value that only people can create will be the source of sustainable R&D capabilities and competitive advantage.

RORZE values qualities rooted in human sensibilities and determination, including meticulous attention to detail, pride as engineers, and creative thinking that exceeds customer expectations. Since our founding, we have cherished the motto “Create What Is Not in the World.” Behind this is our commitment not only to functionality and performance but also to the beauty embodied in products that eliminate waste and are thoroughly considered down to the smallest detail. RORZE regards such beauty as “something that emerges from the pursuit of what is essential” and believes that engineers' thinking and philosophy are reflected in the products themselves.

To our stakeholders

RORZE regards shareholder returns as an important management priority and has adopted a policy of gradually increasing the dividend payout ratio in line with sustainable profit growth. At the same time, against the backdrop of expanding AI demand, the semiconductor market is undergoing a historic transformation. We expect the next several years to represent a growth race in which competition throughout the industry to expand production capacity and develop technologies will accelerate. For this reason, we intend to pursue a financial balance that enables both returns to shareholders and medium- to long-term investments. In addition to capital expenditures on factories, corporate buildings, and other facilities for our next stage of growth, we will actively invest in highly skilled global talent and evolve into a company focused on co-creation with AI.

Precisely because we are in an era of advancing AI technology, we intend to place importance on the value that only people can create. Creators have a passionate commitment and sincere approach to meeting customer expectations. We will incorporate these convictions into our product technologies and continue pursuing essential and beautiful manufacturing that eliminates the unnecessary and is thoroughly considered down to the smallest detail. With the motto “Create What Is Not in the World” at heart, RORZE will continue moving forward as a company that always looks one step ahead of others and continues to create new value.

In this AI era, as the semiconductor industry as a whole enters an explosive growth phase, we are determined to capture the wave of technological innovation and deliver solid results. We will respond decisively to the expectations of investors, provide an environment where the younger generation that will shape the future can energetically take on challenges and grow, and build a prosperous future together with all stakeholders.

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 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.

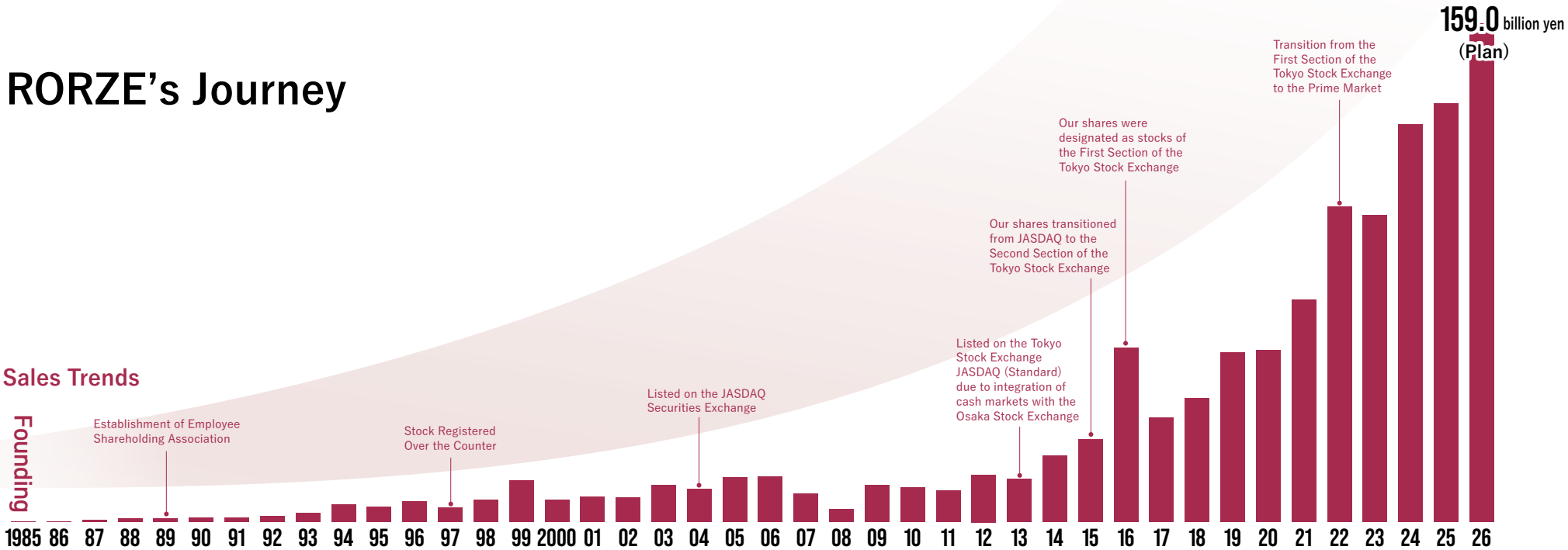
【Origin of Company Name】

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



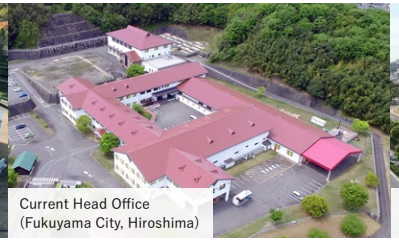
Founding to the 1980s | **1990s** | **2000s** | **2010s** | **2020s**

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 headquarters 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, South Korea

2000
- Completed expansion construction of headquarters (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
- Made Nanoverse Technologies, Ltd. a consolidated subsidiary through a capital increase 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

2025
- Established non-consolidated subsidiary RORZE ENGINEERING France in Paris, France

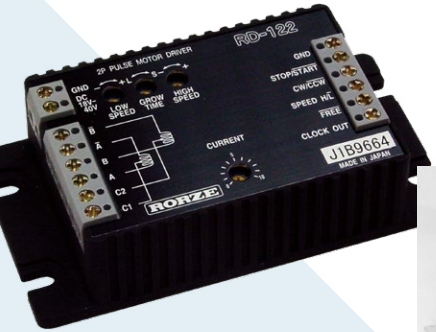
RORZE's Growth

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.

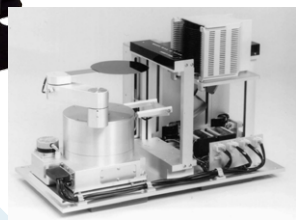
Growth 01 Establishment of the Technological Foundation

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 "Noteworthy Invention Award" 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.

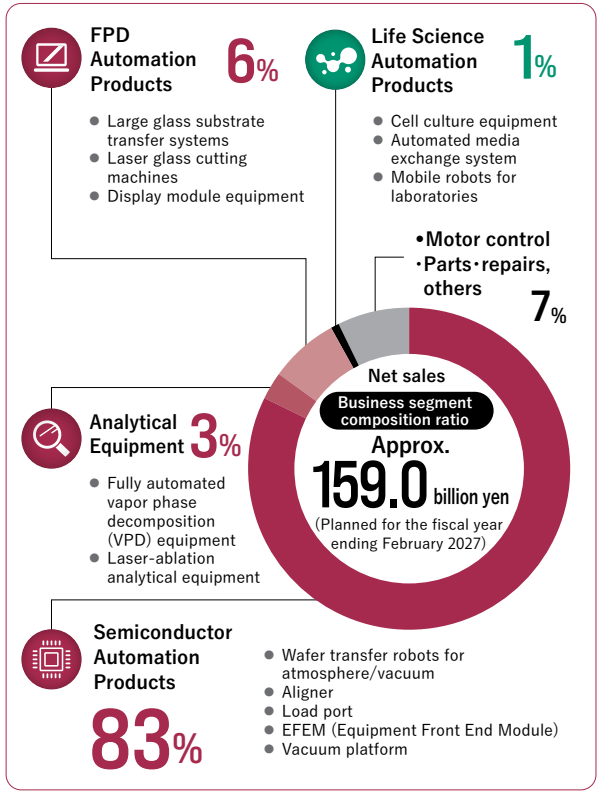
Since 2023, we have been exploring new growth areas by acquiring businesses in analytical equipment and gene research support. Through the diversification of automation technologies, RORZE continues to evolve as an organization supporting the digital society and the life science field.

RORZE ROBOTECH Vietnam Factory

Fully automated media exchange system

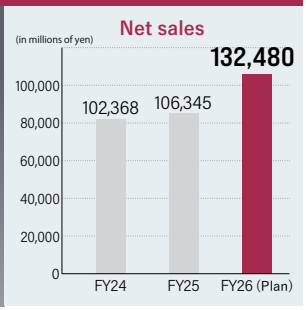
Main Businesses and Portfolio

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.



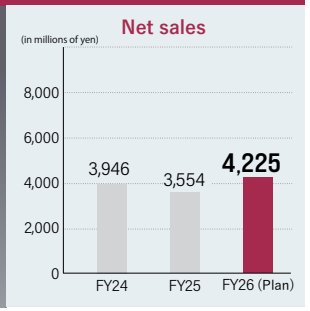
* ICP-MS (Inductively Coupled Plasma Mass Spectrometry): An analytical technique used for detecting trace metallic elements, also known as an inductively coupled plasma mass spectrometer.

Semiconductor automation products



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

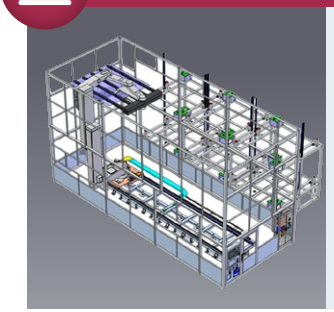
Analytical equipment

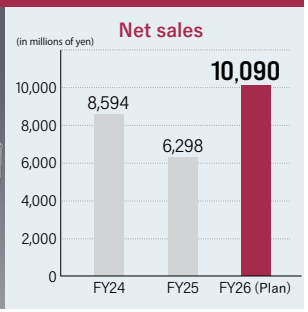


We design, develop, manufacture, and sell equipment for the automatic analysis of metallic impurities in gases, chemicals, and adhering to silicon wafers. The system integrates ICP-MS* (Inductively Coupled Plasma Mass Spectrometry) and has been delivered mainly to global semiconductor manufacturers,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

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

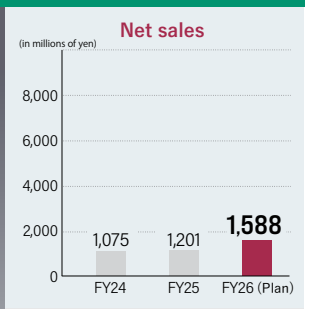
Flat-panel display (FPD) automation products





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



For 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 the fiscal year ending February 2027

Net sales (consolidated)	Operating profit	Operating profit margin	ROIC
159.0 billion yen	38.1 billion yen	24%	18%

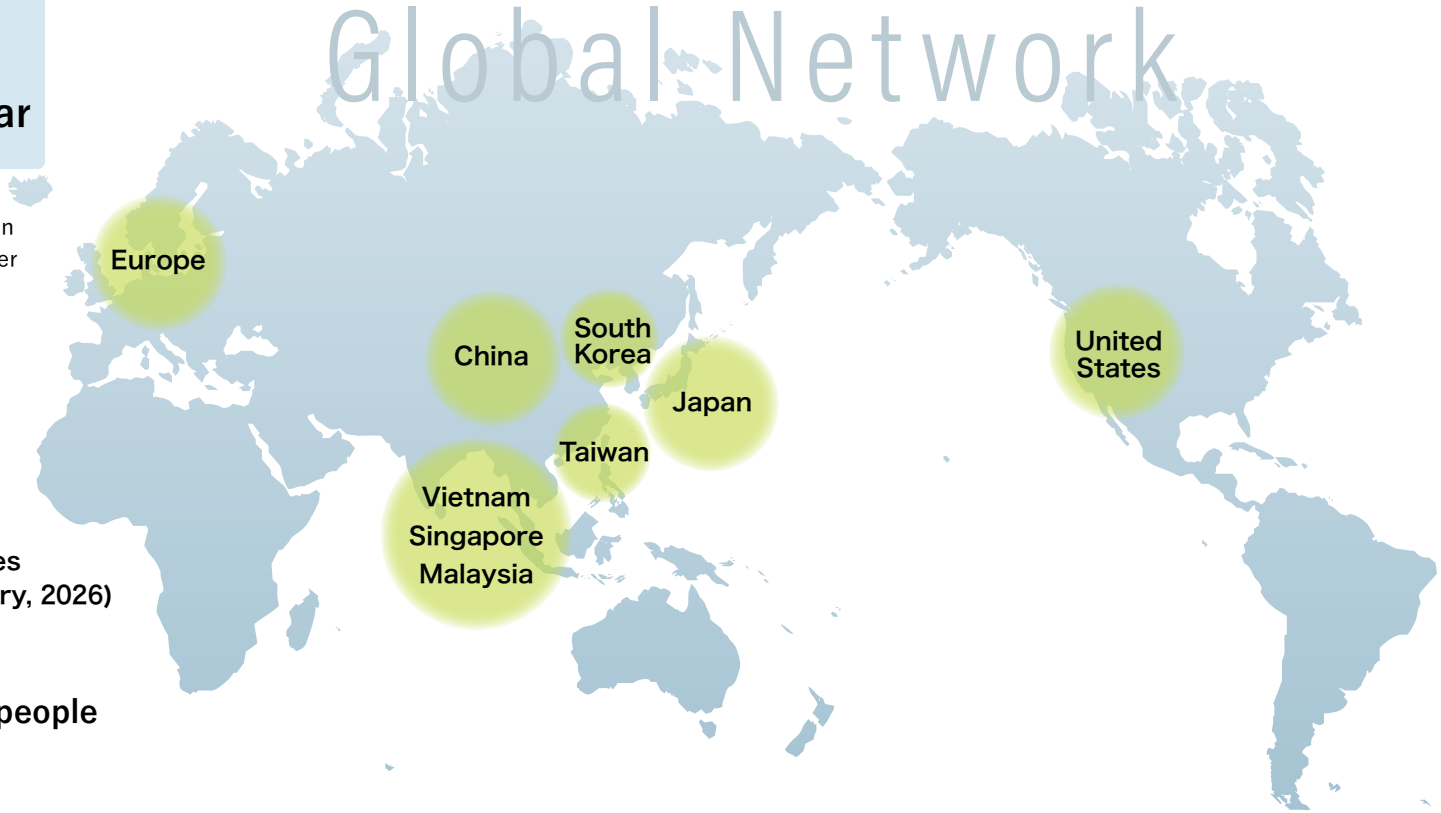
10-year average growth rate

Net sales	Operating profit
18%/year	21%/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, 2026)
11	4,551 people



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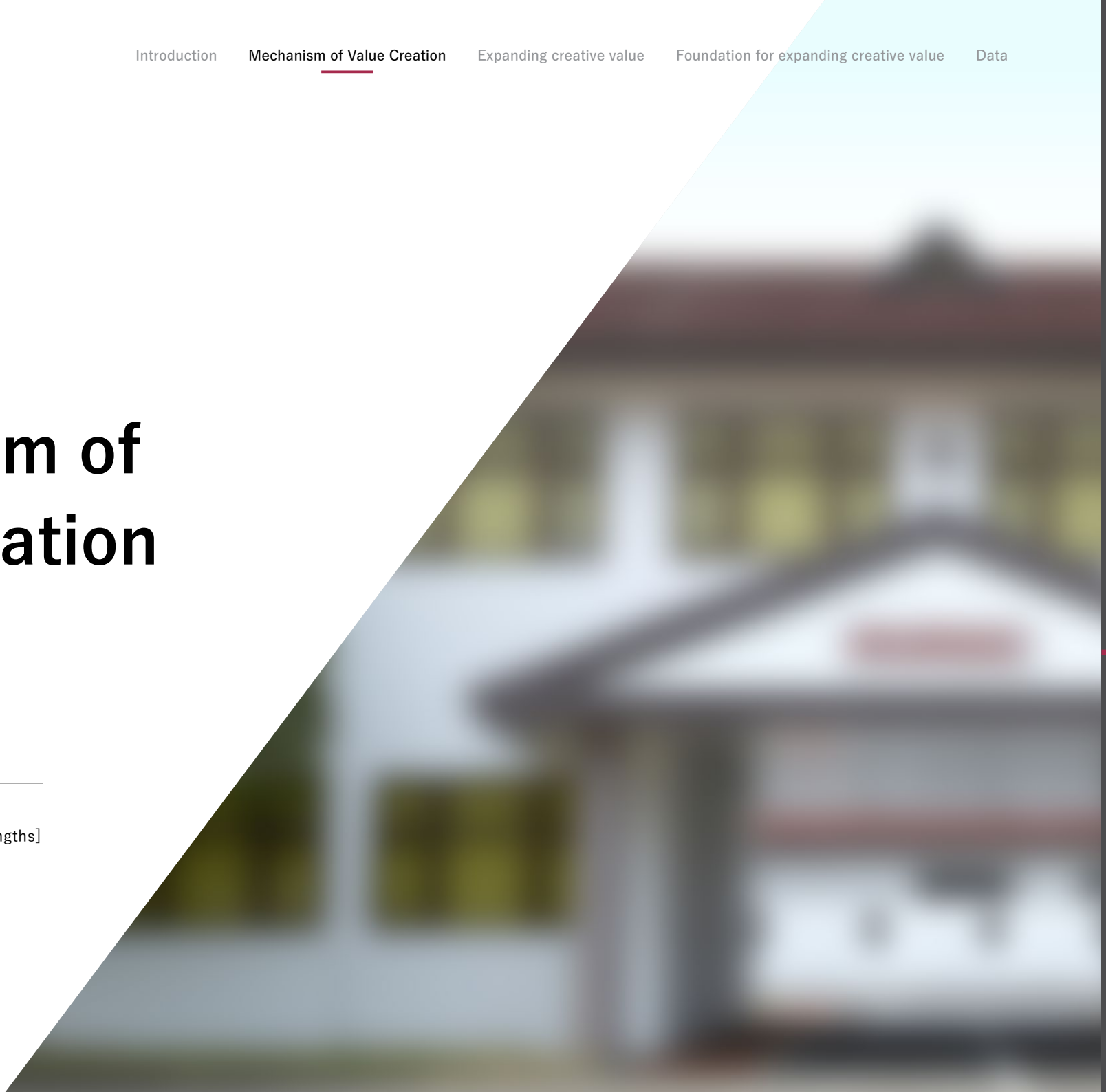
Mechanism of Value Creation



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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 / External environment
Changes in global and domestic environments

Input

Capital that creates value

Financial capital
- Shareholders' equity: **116.6** billion yen
- ROE: **17.1%**

Manufacturing capital
- Property, plant and equipment: **25.9** billion yen
- Ratio of capital investment to net sales: **3.5%**

Manufacturing sites: **6** countries and regions / **9** cities

Human capital
- Number of consolidated employees: **4,551**
- Ratio of overseas employees: **89%**

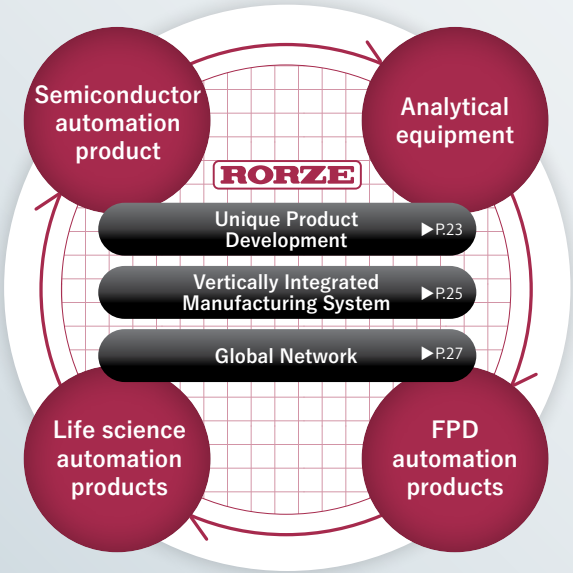
Intellectual capital
- Number of patents held: **134**
- R&D investment: **1.9** billion yen

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: **379 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 / Services

- **Industry-leading transfer systems offering outstanding reliability and efficiency**
- **Development and provision of highly reliable systems that meet the needs in the FPD market**
- **Development of cell culture equipment utilizing technologies built up in the semiconductor automation product area**

Economy (FY2025 Performance)

Net sales **128.8** billion yen

Operating profit **31.2** billion yen

Gross profit margin **41%**

Operating profit margin **24%**

ROIC **15.5%**

Environment (FY2025 Performance)

CO_2 emissions increased by **3.4%** YoY
(CO_2 emissions per net sales decreased by 0.2%)

Scope1&2 **33** $ktCO_2$-e

Scope3 **834** $ktCO_2$-e

Waste recycling rate **34%**

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
- Continuing growth that exceeds the expectations of providers of capital
- 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

Developing People and On-Site Capabilities to Support Our Global Manufacturing Strategy

Director NAKAMURA Hideharu

Strengths of Our Products
— Mechanisms that Generate Advanced Clean Technology and Products that do not Break Down —

We have two major strengths—the first is our “Advanced Clean Technology,” which is indispensable for semiconductor manufacturing. The second is the high reliability that enables “Products that do not Break Down.”

What customers value in our company is not simply our high equipment specifications—it is our ability to reproduce our design philosophy as mass-production quality in a stable manner. While design elements make a major contribution to achieving clean performance, creating products that do not break down cannot be accomplished through design alone. This can only be reproduced as mass-production quality through comprehensive capabilities that include processing quality, assembly, quality assurance, and on-site improvement.

Our true strength lies in the fact that design and manufacturing sites work as one and are able to continue high-difficulty mass production while building up improvements. That is where our essential competitive advantage lies. We believe this is supported by years of accumulated human resources development, on-site know-how, and cross-functional collaboration, and is not something that can be easily imitated.

Toward an Organization that can Improve Autonomously, Starting from Customer Value

I have long believed that “good products are made by good people.” At our company, “good products” are products that delight our customers. Performance, quality, cost, and delivery—I believe the essence of manufacturing is to exceed expectations in all of these areas and make customers feel: “With RORZE, we can feel assured.”

“Good people” are not just people who can accurately make things, but people who are able to see the satisfied faces of their customers and share in that joy. Without “good people,” “good products” cannot be made. This may sound obvious, but I believe this is the true essence, and that it is important not to let this cycle be broken.

At our company, we have placed importance not simply on chasing short-term results or numbers, but on creating an environment where employees can feel that their work is linked to customer value, as well as on human resources development.

Quality awareness at our Vietnam factory changed significantly around 2006, when transactions with customers increased. With many customers visiting the manufacturing site and opportunities for direct communication with customers increasing, employees began to engage more seriously with their work.

The joy of being appreciated by customers, as well as harsh feedback, was delivered back directly to the production site. That situation greatly changed employee awareness. Quality standards and compliance with rules shifted from "management forced upon them" to "values they should uphold themselves."

As a result, improvement activities began to occur in an ongoing and autonomous manner at the production site. While a culture of steadily accumulating improvements did not necessarily take root at first, building up relationships with customers meant we grew into an organization in which Vietnamese employees could enhance on-site capabilities together. I believe that a quality culture is not created by systems alone, but is itself an organizational culture where customer value is perceived as one's own responsibility. RORZE's on-site capabilities are supported by this steady building up of people development.

A Global Manufacturing Structure Free from "Dependence on Japanese Personnel"

After working at our Taiwan base, I have been involved in manufacturing in Vietnam for about 30 years. During that time, there has been one topic I have sought in a consistent manner.

It is to create an organization where local personnel can manage operations autonomously, which is our policy for global expansion. For overseas expansion, operations tend to become led by the headquarters. However, that model has limits in terms of the speed of decision-making and organizational expansion. From an early stage, I believed that sustainable growth could not be achieved without "Autonomous Company Management."

At our site in Vietnam, from the outset we set forth a vision where "local employees will eventually take responsibility for management," and have promoted human resources development from a long-term perspective. Developing people takes time.

Thirty years after establishment, we appointed one of the first-generation employees as president. Rather than a structure that is dependent on Japanese expatriates, we have advanced the creation of a structure where local managers are responsible for business operations. Today, a structure has been established where Vietnamese personnel take the lead in all aspects of organizational management, including at the managerial level.

There are very few Japanese expatriates. It is not a person-dependent operation; the local organization is able to make decisions, implement improvements, and operate in an autonomous manner. It is precisely because we have this structure, that we can respond flexibly and swiftly to sudden fluctuations in demand and production expansion. I believe that this is RORZE's proprietary global manufacturing model and an important management foundation that will support sustainable growth going forward.

In the semiconductor market, the ability to respond to sudden fluctuations in demand and supply constraints determines corporate competitiveness. Under such an environment, we have built a globally integrated operational structure where design, procurement, manufacturing, and quality assurance collaborate across borders.

Today, the Vietnam factory is no longer merely a mass-production factory—it functions as a global manufacturing hub where not only RORZE Group members but also customers from around the world gather, and where skills and talent are concentrated. Locally, the design, manufacturing, and quality assurance departments work together not only to rapidly bring technologies developed in Japan into mass production, but also to accumulate knowledge related to on-site improvements and process optimization. It also plays a central role in sharing manufacturing know-how and developing personnel across sites, thereby supporting improvements in production capabilities across the globe. This process even allows sharing of quality philosophies and improvement culture that cannot be conveyed through drawings alone. This human network enhances the speed of inter-site collaboration and problem-solving capabilities.

There are also now increasing cases where the Vietnam side is responsible for technology transfer. In addition to supporting production at our China site, launching domestic production in Japan at the Kyushu factory for products manufactured at the Vietnam factory involved key members from Vietnam traveling to Japan and providing guidance on establishing the assembly process.

This framework has begun to function as a core base for global manufacturing, and has become an important foundation supporting supply continuity and business continuity.

A Procurement Strategy that Turns Uncertainty into Competitiveness

As geopolitical risks and supply chain disruptions become the norm, I believe the key is the "Speed of Response to Change." At our company, we have built a structure where each overseas base, the Vietnam factory, and our headquarters in Japan work closely together to quickly share demand trends and customer needs. In particular, during periods of sharply rising demand, the Vietnam factory has served as a hub to immediately share locally identified customer needs with each department, enabling us to advance production, procurement, and supply responses in an agile manner. As a result, we believe we were able to respond flexibly to increased orders from Taiwanese companies.

Today, semiconductor demand continues to increase worldwide, against the backdrop of the expanding AI market. At the same time, issues such as shortages of materials

and supply chain instability have become apparent, and we recognize that procurement risk in manufacturing is a major issue for the industry as a whole.

In light of this situation, we are proactively securing strategic inventories and carrying out advance procurement in order to fulfill our responsibility to ensure a stable supply for customers.

Furthermore, the semiconductor market is expected to expand even further toward 2030. In anticipation of this increase in demand, we are moving ahead with the construction of a new factory in Vietnam. What we aim to create there is a smart factory that pursues “RORZE’s Proprietary Automation.”

Simple tasks will be thoroughly automated, while people will focus on high-value-added work that only people are capable of doing, such as quality improvement and process optimization. That is the kind of next-generation production system that we will be building. What is important is not reducing the number of people—it is to evolve into a strong factory that can generate higher added value with limited personnel.

Even now, partial automation is progressing at production sites, and the effects of improved productivity are steadily beginning to appear. For automation equipment used in core processes, we are promoting in-house production. This is not merely a cost strategy, but a means of suppressing the risk of technology leakage while accumulating production know-how as an in-house asset.

In recent years, the use of Company-specific AI has also entered full-scale implementation. Through the use of AI linked to our internal databases, the accumulation and reusability of technical information and expert know-how have improved, and it has begun to function not only to improve the productivity of indirect departments but also as a foundation for passing on organizational knowledge. We believe that by blending 'On-Site Capabilities' and 'Digital Data,' we will further increase our competitiveness.

Growth Strategy for the Next Generation
— Taking “Strong Factories” to the World

What I am aiming for is not the scale of the Vietnam factory, but to achieve “strong factories” around the world that can supply high quality and high reliability consistently, even when environmental changes or market fluctuations occur.

More than 90% of our customers are based overseas, and we must remain a company that continues to be chosen in the global market. To do so, I feel a strong sense of urgency that we always need to communicate with customers and continue responding to market changes and increasingly advanced requirements.

In Vietnam in particular, I believe it is important to expand functions beyond mere production to include the design and quality domains. On the production side, we intend to continue developing personnel who can reproduce the high technical and quality standards cultivated in Japan around the world, by expanding roles not only into manufacturing but also into basic design, and on the quality side not only into quality control but also into quality assurance.

Going forward, we will expand functions at our Vietnam site into the areas of basic design and quality assurance, and further advance its evolution into a more highly developed locally self-sufficient organization. At the same time, the role of our headquarters in Fukuyama, Hiroshima Prefecture will also become even more important. The headquarters is a base that combines an environment where employees are able to concentrate on design with a foundation for human resources development. In recent years, many highly capable engineers from younger generations have also joined us.

By combining these pillars—young sensibilities, on-site capabilities cultivated over many years, and global manufacturing capabilities led locally—RORZE will provide a stable supply of products that combine high clean performance with resistance to breaking down, and will work to enhance corporate value sustainably.

“Manufacturing is People Development”——.

Guided by this philosophy cultivated through three decades of operating production sites, RORZE will continue to support the semiconductor industry. Of course, the road ahead will not be easy. That is precisely why I find great excitement in working with colleagues at production sites, pooling our wisdom, taking on new challenges, and moving forward step by step.

Together with the young and vibrant talent in Vietnam and Group members around the world, we will continue delivering robots with high clean performance and that do not break down to the world. To achieve this goal, we will deepen our proprietary design philosophy that supports product creation from the ground up and build an unwavering and stable production system.

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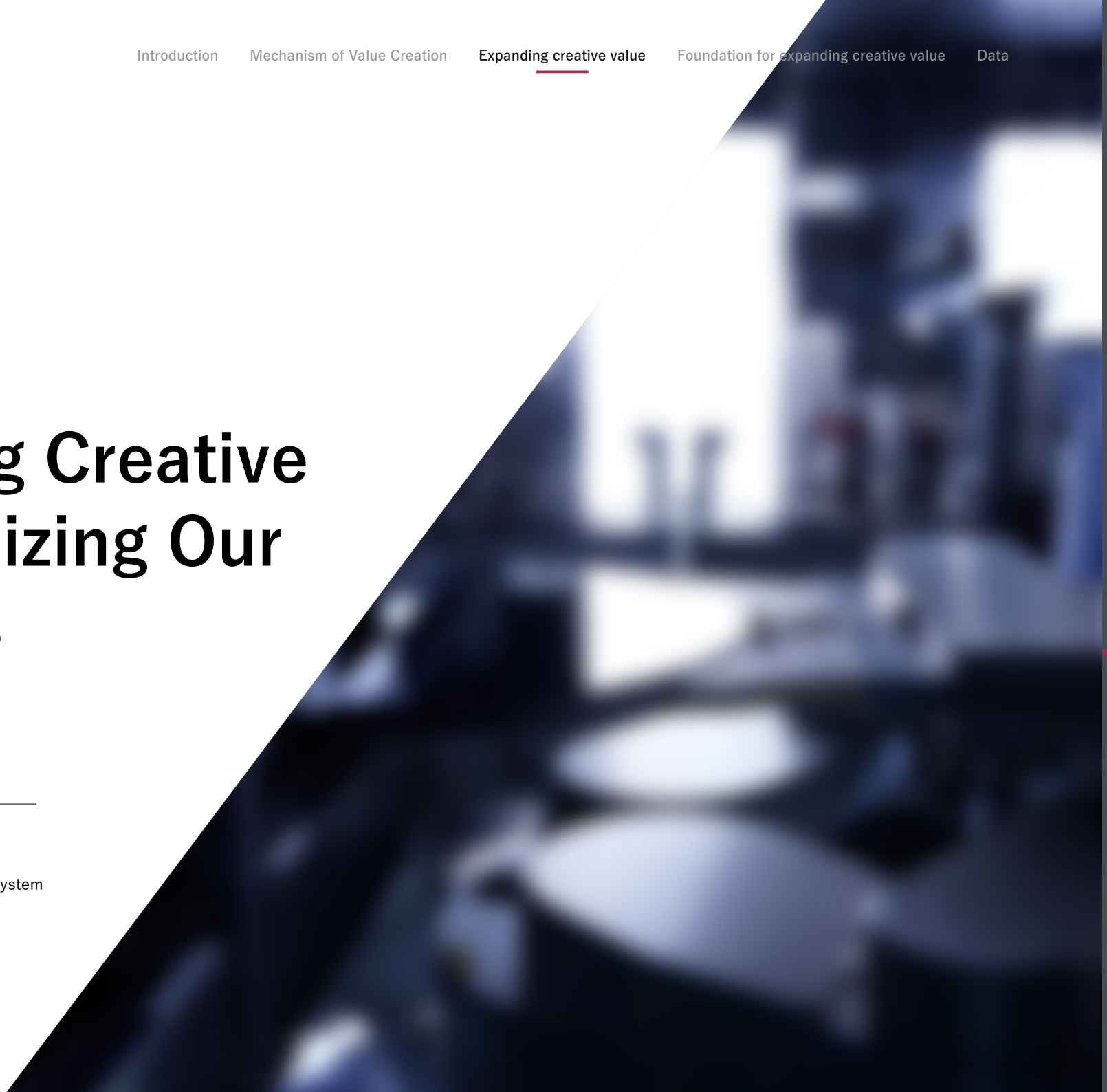
Expanding Creative Value Utilizing Our Strengths



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Manufacturing that Opens Up the Future: “Trusted Quality is Our Greatest Sales Force”

Director HAYASAKI Katsushi

Since our founding more than 40 years ago, we have upheld the vision of “Create What is Not in the World,” and this 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 yen, 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 such as 'Since switching to

RORZE robots, 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.

Leveraging Strengths in the Business Process 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)	1μm (micrometer)	1nm (nanometer)
	1/1,000th of 1mm	1/1,000,000th of 1 mm

Ruler scale

Red blood cell

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.

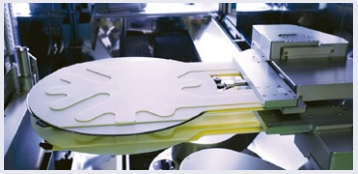
This system enables us to rapidly and precisely incorporate customer requests into product development.

Unique Product Development

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 technology was patented as an approach superior in safety, cost, and space-saving performance, and has also been applied to our hit product, "N2BWS."



Equipped with an umbrella hand that purges the wafer surface in the robot's finger section

A load port with a shutter mechanism that opens and closes only where the wafer passes through

TOPICS

Headquarters Function Reconstruction Project

— Rebuilding the Foundation for "Create What Is Not in the World"

In April 2026, we announced the Headquarters Function Reconstruction Project to construct an R&D building and a multilevel parking structure on the premises of our headquarters (Fukuyama City, Hiroshima Prefecture), with an investment amount of approximately 20.5 billion yen. The multilevel parking structure is scheduled for completion in September 2026, and the R&D building, an eight-story steel-frame structure with a total floor area of approximately 18,000 m², is scheduled to enter construction in July 2027 and be completed in the summer to autumn of 2029.

With business expansion and rising headcount in response to the globally buoyant semiconductor market, our current office building had faced challenges of increasingly confined space and constraints on expanding the R&D cleanroom. Centered on an R&D cleanroom that includes a Class 1 area, the R&D building will also house an anechoic chamber, a precision measurement room, and office/co-creation spaces, creating an environment where knowledge and technologies can accumulate and mutually evolve across departments and areas of expertise. Through this project, we will build a foundation for sustainable value creation that supports the philosophy we have upheld since our founding.

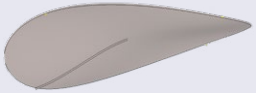
Future Growth Strategy

Development of the New "Flap Wrist" Transfer Technology for the Advanced Packaging Era

We have developed "Flap Wrist," a new technology that accommodates in a flexible manner increasingly diverse wafer transfer needs (patent pending / exhibited at SEMICON Japan 2025).

As semiconductor applications increase for AI and data centers and higher functionality picks up pace, manufacturing technologies that divide and produce semiconductors as "chiplets" and optimally combine functions such as CPUs and memory involve arranging and stacking substrate layers in two-dimensional and three-dimensional configurations. At these manufacturing sites, known as advanced packaging, transfer targets are diversifying beyond conventional silicon wafers to include "warped wafers" deformed by heat treatment and "thin wafers" processed to extreme thinness, and the transfer technologies that handle them accurately are required to deliver even greater precision and controllability than before.

Warped wafer



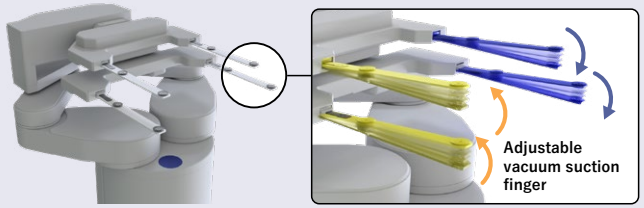
A wafer deformed and warped by heat treatment or other processes in semiconductor manufacturing

Flap Wrist is a wrist-section technology in which vertically movable vacuum suction fingers on the left and right follow the shape of the transferred object to suction and hold it, while also performing flattening adjustment (optional) of deformed wafers simultaneously with precision transfer. This enables compatibility with the transfer of standard, warped, and thin wafers, while also reducing the space required for transfer.

To meet customer needs that continue to become more sophisticated alongside advances in semiconductor technology, we will continue to pursue new technology development under the slogan "Create What Is Not in the World."

Transfer robot incorporating Flap Wrist

- Freely controls finger angles
- Matches the suction section to a severely warped wafer
- Alternates suction and flap motion repeatedly to reduce workpiece stress during suction



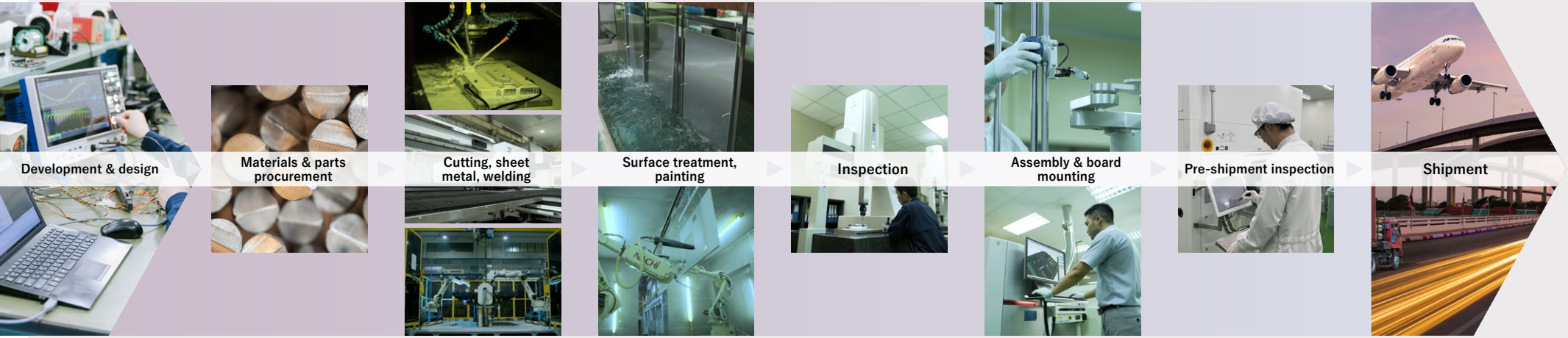
Leveraging Strengths in the Business Process 02

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

Expansion of the Vietnam Factory

— Strengthening the Production System to Meet Growing Demand

Looking ahead, our Group is proceeding with the construction of a new factory at our Vietnam subsidiary, RORZE ROBOTECH CO., LTD. At present, acquisition of the factory site has been completed, and operations are scheduled to begin around spring 2028.

Together with the existing factory, we will promote the establishment of a production system incorporating manufacturing automation technologies and an automated inspection system using company-specific AI, aiming for further improvements in production efficiency and product quality. We will continue to strengthen our global production and supply system and respond accurately to growing customer demand.

Business Continuity Plan (BCP)

We are also strengthening collaboration with our Fukuyama and Kumamoto factories in Japan and other overseas sites, while promoting the diversification and decentralization of production factories. 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.

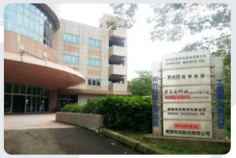
Europe

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.
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 wafer and 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 with a sense of urgency while deepening a regionally-rooted understanding.

Future Growth Strategy

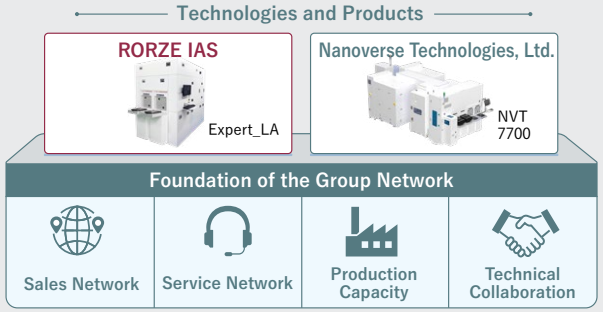
Growth Built on Our Global Network

— RORZE IAS and Nanoverse Technologies, Ltd.

The RORZE Group used 1996 as a turning point to rapidly accelerate its global expansion. Guided by the belief of “doing business close to our customers,” we have cultivated sales and marketing bases around the world, while also building our field service capabilities in-house rather than relying on outsourcing. Over nearly 30 years, we have built a global support system that stays close to the forefront of the semiconductor industry. And with technical collaboration in design and development centered on our headquarters in Japan and the Group’s production sites centered on Vietnam, the RORZE Group’s network has evolved beyond a mere geographic network into the very business foundation that seamlessly supports everything from manufacturing to customer touchpoints.

New members have joined us in recent years, based on this strong foundation. RORZE IAS, which joined the Group in 2023, supplies a fully automated impurity analysis system integrating ICP-MS to major semiconductor manufacturers around the world and possesses unique know-how in ultratrace metal analysis. Its measurement technology will further deepen our Group’s clean transfer technology. In 2024, Nanoverse Technologies, Ltd. of Oregon, USA, also joined the Group, and with its innovative laser scribing system for advanced packaging, the “NVT 7700,” at its core, it is taking on new markets with industry-leading precision and high throughput.

We are confident that the outstanding technologies and products of both companies will enable us to deliver value to customers more quickly and more broadly through our Group network.



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Foundation for Expanding Sustainable Creative Value

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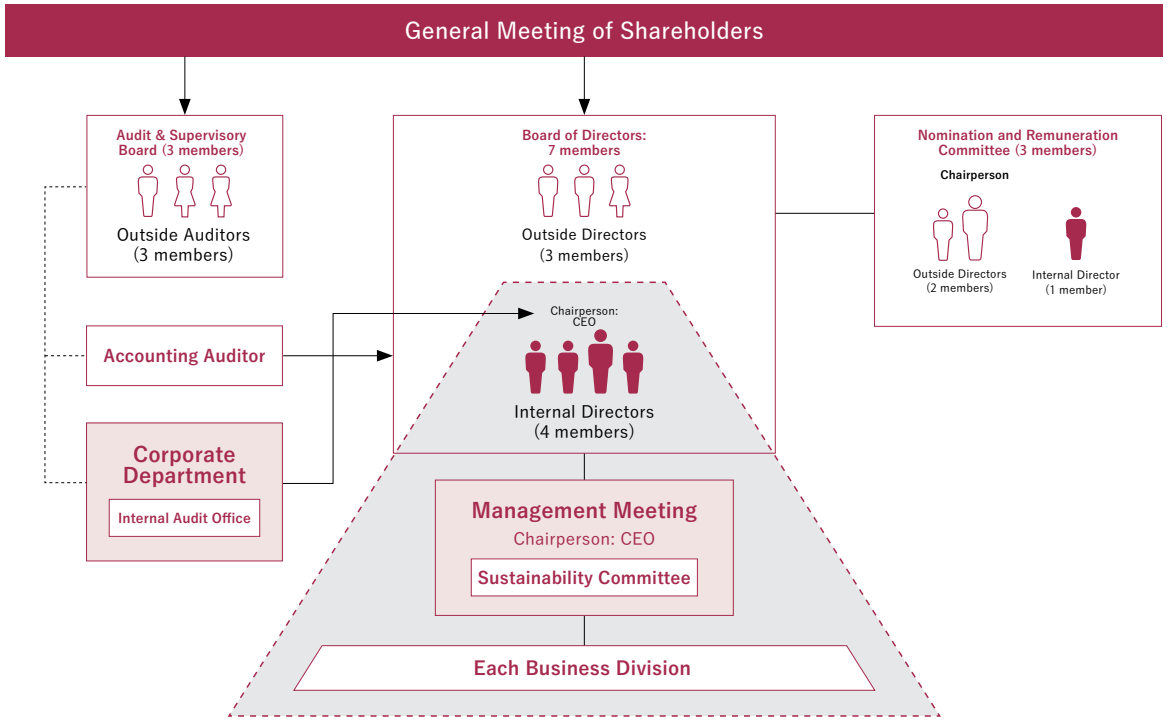
Sustainability Management

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

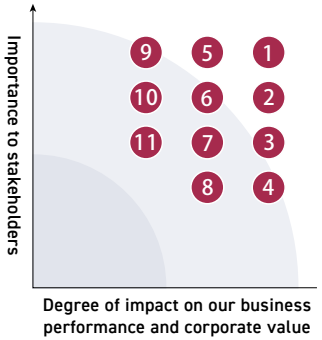
▶

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 (7%) and foreign nationals (37%) in core positions (as of 2025) 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°C " and a "world where climate change countermeasures stagnate and future temperature rise reaches 4°C ." 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.

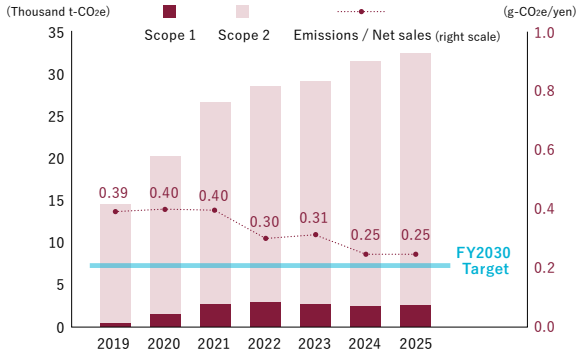
In achieving these targets and the 1.5°C scenario, our group will consider and implement countermeasures in light of the transitional risks and opportunities (short-term and medium-term) that may arise. For long-term physical risks, our Group will consider countermeasures accounting for the environment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

Reduction of greenhouse gas emissions: 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.

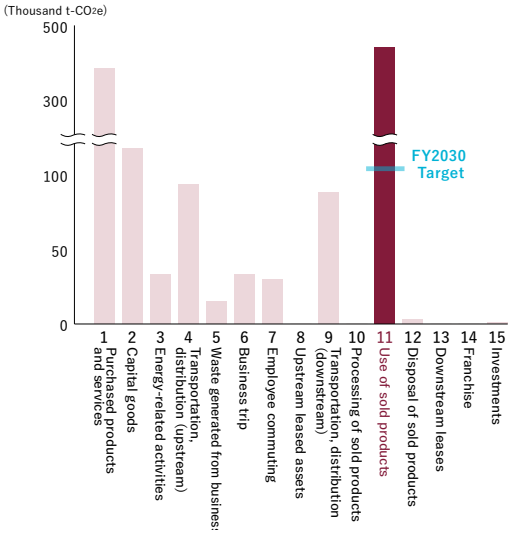
FY2025 Greenhouse Gas Emissions (Scope 1, 2)



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.

FY2025 Greenhouse Gas Emissions (Scope 3 by Category)

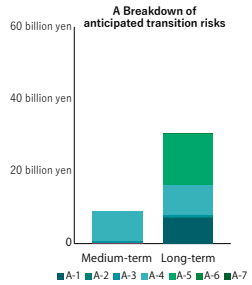


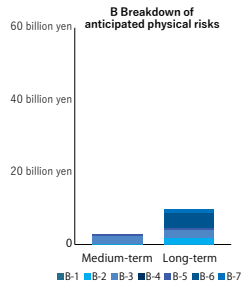
Evaluation of risks and opportunities related to climate change response

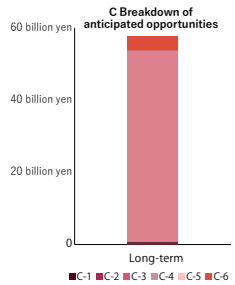
The results of the impact assessment of risks and opportunities related to climate change response at RORZE are as follows.

Type of risk or opportunity		Driver	Expected impact on our Group	Time horizons	Extent of impact	Relation to chart
Transition risk 1.5°C 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°C 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 large	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







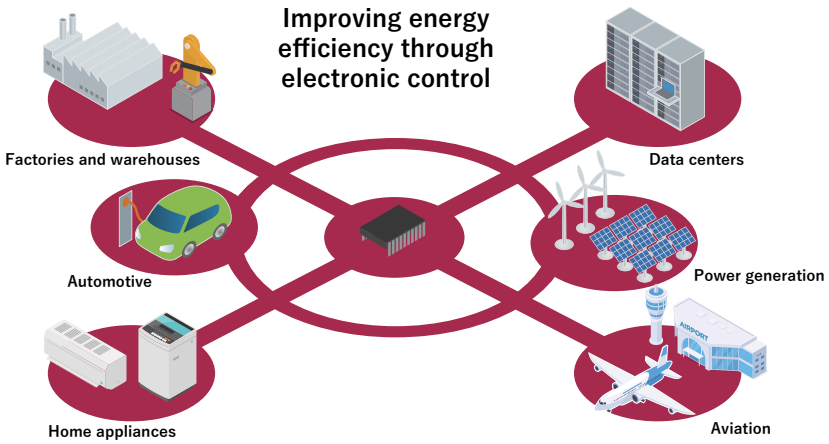
* The above graphs showing the breakdown of estimated risks and opportunities are based on estimates applying a 1.5° C scenario to transition risks and a 4° C scenario to physical risks.
The estimated impacts are visualized under certain assumptions using external scenarios such as carbon prices and energy prices, together with internal data such as our net sales, procurement amounts, and GHG emissions.
These estimates do not guarantee actual future impacts.

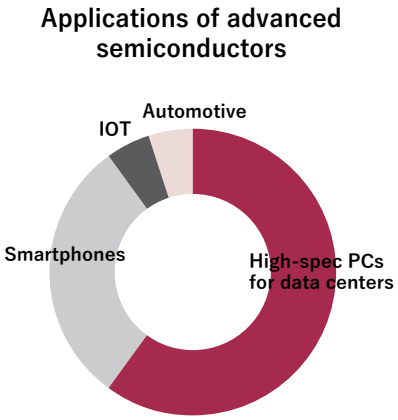
Contributing to the Environment through Products

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 product 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

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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)

P40

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

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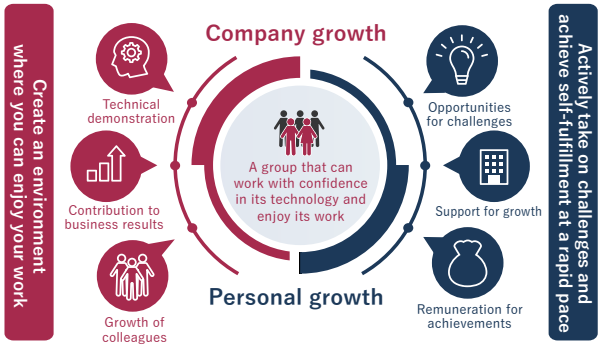
Perspective on Human Resource Development

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.



Global Talent Appointment and Development

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 foreign personnel make up 37% 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 7%. 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	7%	Improvement from current status
Ratio of foreign employees	37%	Improvement from current status
Ratio of mid-career hires	85%	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

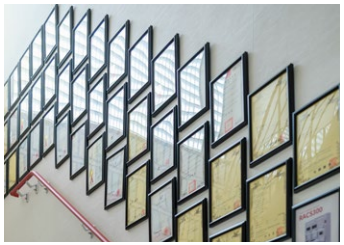
Efforts to Support Employee Growth

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.



Patent certificates displayed chronologically along the wall of the office building

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.

April — Entrance Ceremony
- Business Etiquette Training
- The History of RORZE
- Semiconductor Industry Training
- Basic Tools Training

May — Technical Training ❶
- Safety Training
- Assembling a Power Supply for Jigs
- Robot Disassembly and Assembly ①
- Development Department Training ①

June — Technical Training ❷
- Robot Disassembly and Assembly ②
- Load Port Disassembly and Assembly ①
- New Product Development Lecture
- Intellectual Property Training
- Quality Control Training

July — Technical Training ❸
- Load Port Disassembly and Assembly ②
- Aligner Disassembly and Assembly
- Development Department Training ②

August — Technical Training ❹
- Assembly Test
- Follow-up Training

September — Department Assignment

Other internal training

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

FA (Free Agent) system, internal job posting system

We also offer opportunities for employees to pursue career changes. We have a system that supports transfers to desired departments when the purpose is for each employee to promote their own growth with a sense of fulfillment, as well as a system for internal job postings based on the needs of each department together with the type of personnel sought. In the past, some employees used these systems to shift into mechanical design roles and grow into engineers who file patent applications.

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.

Initiatives for the Next Generation

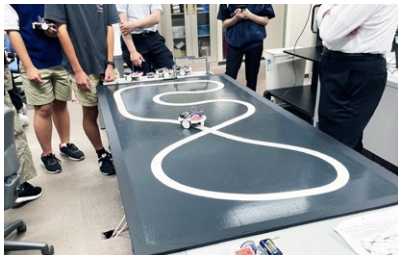
At RORZE, to nurture the next generation within local communities, we cooperate with local companies to carry out various initiatives to increase the number of young people interested in craftsmanship.

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

Developing the Next Generation of Semiconductor Talent through Industry-Government-Academia Collaboration
— Participation in the Setouchi Semiconductor Consortium —

The "Setouchi Semiconductor Consortium," an industry-government-academia collaborative organization centered on Hiroshima University for world-leading semiconductor research, development, and human resources development, was founded in 2023. We also support its purpose and participate in its activities together with many semiconductor-related companies and universities.

The consortium operates a year-round course for learning the latest semiconductor technology trends, bringing together young and mid-career engineers from participating companies. It not only deepens understanding of each other's areas of expertise, but also serves as a valuable opportunity for engineers to interact beyond corporate boundaries. The number of students taking courses online from partner universities across Japan is also increasing year by year, and we cover lectures in the field of transfer technology.

A course has also been established that uses university research facilities to put into practice the entire process of semiconductors, from circuit design to manufacturing and evaluation. For us as a company that provides transfer equipment, this is an extremely meaningful opportunity to experience the customer's perspective.

Through these activities, we will strive to develop highly specialized human resources capable of taking a broad view of the semiconductor industry as a whole.

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 since 1996. 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.

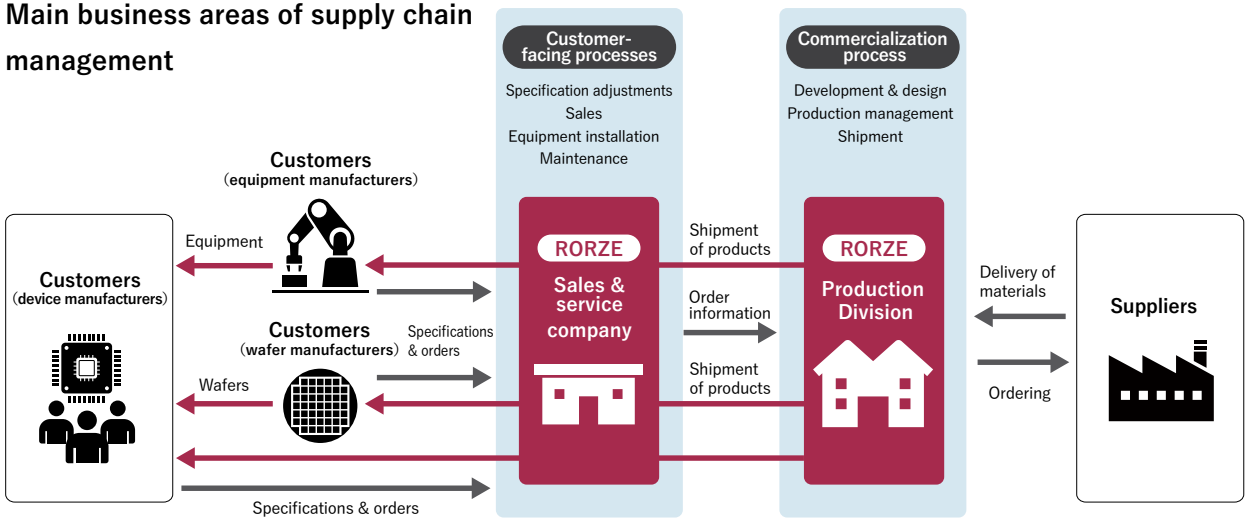
Responsible resource procurement

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

Outside Director
AOTO Nahomi

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. By asking a variety of concrete questions, I strive to contribute to RORZE's business development from both aspects 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, there is active dialogue with customers, namely manufacturers to which RORZE ships products. At the same time, I feel that there should be a little more engagement with shareholders, and that it would be beneficial for this to be reported to the Board of Directors. Moreover, I believe it would be beneficial for the

Message from Outside Director

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 of Directors 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 of Directors 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 has sought to deploy and advance it for use in as many manufacturing devices as possible, steadily achieving significant results.

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 such as the back-end process, advanced packaging, and chip stacking, where even further growth is expected.

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, led by management, communicate this message, employees embrace it, and both grow together.

Securing outstanding talent, especially women engineers, is extremely important for the company's further development. To students who are interested in RORZE, I would like to tell you that we have a development environment where you are able to fully acquire the necessary expertise in-house even if you do not have specialized knowledge at the outset. We would like to actively communicate the message that "Your scientific perspective matches RORZE" and that "You have opportunities to grow professionally, deliver results, and contribute to the company's success" and welcome you as colleagues who will work with us. Making the fullest use of the talent we already have while also acquiring better talent will maximize RORZE's human capital and will be the key to sustainable growth. I believe that for RORZE's further development, it is important to consciously maintain this perspective on promoting diversity and developing human resources.

Corporate Governance

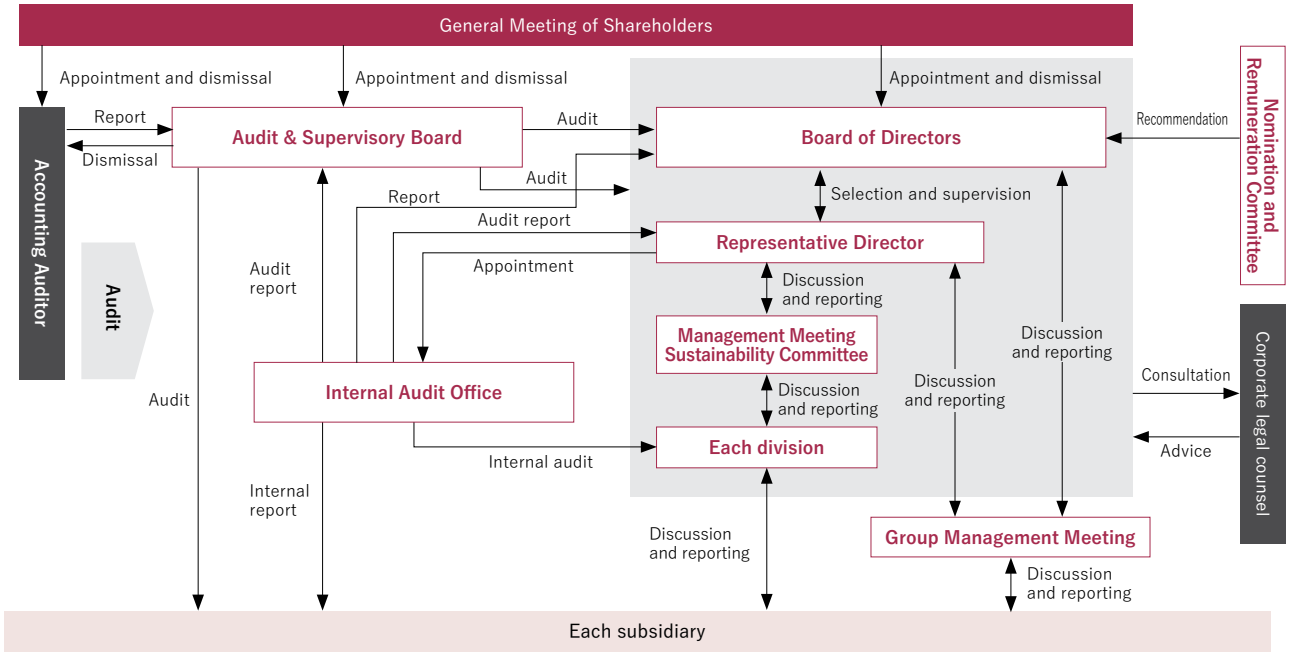
RORZE recognizes that in a rapidly changing global management environment, swift and accurate decision-making and flexible response are key to enhancing competitiveness. Therefore, we view corporate governance with transparency, soundness, and efficiency as a critical issue and aim to enhance its corporate 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 2026)

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 Auditors	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 Directors: 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

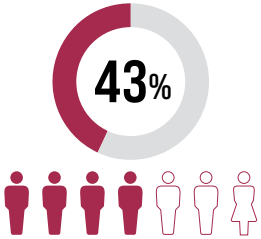
At RORZE, at the beginning of each fiscal year, management policies and plans for the entire company and for each branch office/department are formulated through constructive discussions in which Directors and department heads participate.

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.

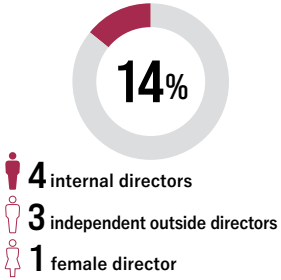
In response to these reports, the Board makes necessary comments and suggestions as appropriate and, based on the "Board of Directors Regulations," deliberates and resolves not only matters stipulated by laws and the Articles of Incorporation but also important matters that have a great impact on management,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



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 Directors.

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 Directors 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 of basic remuneration and bonuses for Directors are determined within the limit approved by the General Meeting of Shareholders, and the authority to determine the specific details is delegated to the President and CEO in accordance with internal regulations. 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 400 million yen per year (of which no more than 40 million yen is for outside directors) at the 41st Ordinary General Meeting of Shareholders held on May 28, 2026, with the number of Directors at that time being seven (including three 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 40 million yen per year at the 41st Ordinary General Meeting of Shareholders held on May 28, 2026, with three auditors at that time.

Total amount of remuneration, etc. for Directors and Auditors (total Remuneration, etc. for fiscal year ending February 2026)

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)	181 (4)	181 (4)	— (—)	7 (3)
Auditors (outside auditors)	16 (16)	16 (16)	— (—)	4 (4)
Total (outside officers)	198 (20)	198 (20)	— (—)	11 (7)

*1. The amount of remuneration, etc. for Directors does not include salaries for those Directors concurrently serving as employees.
*2. Includes one Auditor who retired during the fiscal year

List of Executives (as of May 29, 2026)

President and CEO
FUJISHIRO Yoshiyuki
(Born March 18, 1980)

Number of shares owned: 5,276,000

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

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 RORZE ROBOTECH 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

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

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: -
Years as outside director: 10 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: -
Years as outside director: 4 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: -
Years as outside director: 2 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 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: -
Term as Auditor: 9 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: -
Term as Auditor: 1 year

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)
June 2025	Outside Director (Audit and Supervisory Committee Member), Eslead Corporation (incumbent)

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: -
Term as Auditor: 2 years

Significant concurrent positions: Outside Director (Audit & Supervisory Committee member), Okayama Paper Industries Co., Ltd. (current)

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 financial instruments 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

Whistleblower
Senior executives, employees of our Group, dispatched employees working in the Group (including within one year after resignation, retirement or end of dispatch)

↓ Report

Hotline/internal reporting contact
Compliance Committee members & Secretariat, HR Consultation Office, external lawyer or attorney, outside directors & Directors who are Audit & Supervisory Committee members

↓ Report

Board of Directors

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/en/governance/hotline/

Response to antisocial force

RORZE resolutely works as an 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 Corporate legal counsel, with the General Affairs Section as the contact point.

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Financial Highlights

Unit: Million yen

Performance trends (Consolidated)	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Net sales	24,738	52,248	31,368	37,103	50,803	67,004	94,518	93,247	124,406	128,794
Ratio of overseas sales (%)	82.8%	86.2%	92.8%	84.5%	87.1%	89.2%	90.4%	90.2%	88.3%	92.3%
Semiconductor automation product	14,853	17,992	23,543	28,894	33,702	57,625	80,839	78,946	102,368	106,345
Analytical equipment								3,112	3,946	3,554
FPD Automation product	7,368	30,389	3,320	4,108	12,425	3,699	6,340	3,713	8,593	6,298
Life science product	65	346	425	817	686	752	1,186	1,220	1,074	1,201
Parts, repairs, others	2,451	3,520	4,078	3,283	3,988	4,926	6,152	6,255	8,423	11,395
Gross profit	8,003	9,240	10,550	13,282	14,720	22,639	34,806	35,257	49,618	52,652
Operating profit	4,572	4,236	5,812	7,743	9,314	15,809	26,418	24,138	32,024	31,154
Operating profit margin (%)	18.5	8.1	18.5	20.9	18.3	23.6	28.0	25.9	25.7	24.2
Recurring profit	4,581	4,404	5,876	7,517	8,487	17,818	30,344	27,076	35,454	32,621
Net income	3,055	2,743	4,397	5,470	6,470	12,824	21,384	19,576	23,634	19,048
EPS (Earnings Per Share) (yen)	17.3	15.5	24.9	31.0	36.7	72.7	121.2	111.0	134.0	109.3
Cash flows from operating activities	3,663	△ 27	△ 1,494	6,659	8,157	3,016	△ 1,920	15,544	36,791	31,191
Cash flows from investing activities	△ 1,194	△ 1,713	△ 4,670	△ 5,703	△ 2,658	△ 916	△ 5,151	△ 5,908	△ 6,455	△ 3,300
Cash flows from financing activities	△ 472	3,558	9,262	434	△ 1,449	3,578	10,742	△ 792	△ 9,160	△ 15,520
Free cash flow	2,469	△ 1,741	△ 6,165	955	5,499	2,100	△ 7,071	9,636	30,336	27,891
Capital expenditures	998	1,701	4,519	6,041	1,980	2,509	4,653	1,166	2,358	4,533
Depreciation	356	433	564	912	1,206	1,419	1,862	2,187	2,471	2,681
Research and development expenses	380	441	339	437	418	871	911	1,020	1,242	1,927
Total assets	26,981	33,903	47,319	54,777	59,531	88,290	126,482	156,136	187,738	197,302
Cash and deposits	6,360	8,652	11,538	12,838	16,825	23,631	28,292	37,951	62,990	74,341
Property, plant and equipment	6,545	7,908	11,636	16,411	16,657	17,481	22,102	22,621	24,452	25,896
Shareholders' equity	14,004	16,602	20,610	25,648	31,600	43,905	63,619	84,677	105,573	116,600
Interest-bearing liabilities	3,989	7,085	16,843	17,693	16,769	20,886	32,823	34,513	31,613	23,782
Market capitalization	45,264	43,588	28,594	58,388	129,654	188,748	186,807	371,145	287,532	587,236
Price-earnings Ratio (PER) (multiplier)	14.8	15.9	6.5	10.7	20	14.7	8.7	19	12.2	30.4
ROIC (%)	17.8%	11.8%	11.3%	12.1%	14.4%	18.3%	21.8%	15.0%	16.3%	15.5%
ROE (%)	24.3%	17.9%	23.6%	23.7%	22.6%	34.0%	39.8%	26.4%	24.8%	17.1%
Dividend per share (DPS) (yen)	2.3	2	2.5	3	3	6.5	13.5	13.5	17	17.0
Dividend payout ratio (%)	13.3%	12.9%	10.0%	9.7%	8.2%	8.9%	11.1%	12.2%	12.7%	15.5%

*1 The presented figures are on a consolidated basis in line with Japanese accounting standards. Amounts are in millions of yen (rounded down), 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 equipment 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.
*7 ROE = Profit Attributable to Owners of Parent ÷ Average Shareholders' Equity.

Non-Financial Highlights

Environment (Aggregation scope: Consolidated)

	Unit	FY2024	FY2025
Greenhouse gas (GHG) emissions			
Scope 1 Direct emissions	t-CO2e	2,493	2,530
Scope 2 Indirect emissions from energy sources	t-CO2e	29,504	30,263
Scope 3 supply chain	t-CO2e	806,144	833,606
1 Purchased products/ services	t-CO2e	325,018	379,244
2 Capital goods	t-CO2e	6,574	17,495
3 Energy-related activities	t-CO2e	3,237	3,304
4 Transportation and delivery (upstream)	t-CO2e	8,483	9,382
5 Waste generated from operations	t-CO2e	1,519	1,508
6 Business travel	t-CO2e	4,605	3,357
7 Employee commuting	t-CO2e	917	2,985
9 Transportation and delivery (downstream)	t-CO2e	8,780	8,835
11 Use of sold products	t-CO2e	446,610	407,090
12 Disposal of sold products	t-CO2e	319	315
15 Investments	t-CO2e	85	92
Total	t-CO2e	838,144	866,398
Power generation			
Renewable energy generated*	MWh	1,499	964
Waste			
Waste emissions (volume of which is recycled)	t	1,808(659)	1,826(623)

* Including externally sold electricity

Social (Aggregation scope: Non-consolidated)

	Unit	FY2024	FY2025
Composition of employees			
Number of employees at end of period	people	243	259
Ratio of female employees	%	15.2	17.8
Ratio of women in management positions**	%	7.4	16.1
Ratio of foreign employees	%	1.3	0.9
Ratio of foreign nationals in management positions	%	-	-
Cumulative ratio of mid-career	%	54	55
Recruitment			
Number of new hires	people	19	29
Number of new graduate hires (female hires)	people	8(2)	12(3)
Number of mid-career hires (female hires)	people	11(1)	17(4)
Gender wage gap			
Regular employees	%	89.6	85.7
Regular employees (management)	%	91.9	91.1
Regular employees (non-management)	%	92.1	85.1
Non-regular workers	%	35.1	39.2
All workers	%	48.5	51.8
Other human resources-related items			
Average age	years	43.9	42.6
Average years of service	year	16.2	15.5
Average annual paid leave days taken	day/year	15.9	15.2
Average overtime hours	hours/month	23.3	25.1
Number eligible for parental leave	people	9	6
Return-to-work rate after parental leave	%	100	100
Parental leave acquisition rate of female workers	%	33.0	100
Parental leave acquisition rate of male workers	%	50	100

* Indicator excluding temporary and re-employed employees.
** The main factors are considered to be differences in the composition of management positions, use of reduced working hours for childcare, and employment status. Among regular employees, the ratio of women in management positions is 11.8%, while the ratio of men in management positions is 12.7%; all department manager positions are held by men. Regarding the use of reduced working hours for childcare, women used the system a total of four times during the year (for long periods), whereas men used it once in total (for a short period). Among non-regular workers, men consist mainly of reemployed employees, while women are mostly part-time workers, and these differences in composition are the main factor behind the gender wage gap.

Governance

	Unit	FY2024	FY2025
Board of Directors			
Number of Directors	people	7	7
Ratio of female directors	%	14	14
Ratio of outside directors	%	43	43
Ratio of independent directors	%	43	43
Number of board meetings held	times	17	16
Attendance rate	%	100	100
Audit & Supervisory Board			
Number of auditors	people	3	3
Ratio of female auditors	%	33	66
Ratio of outside auditors	%	100	100

Company Information (as of end of February 2026)

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	362 employees, consolidated: 4,551 employees * Includes the annual average number of temporary and rehired 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 (South 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)

*Genostaff Co., Ltd. is scheduled to be dissolved through an absorption-type merger with RORZE Lifescience Inc. as the surviving company on September 1, 2026.

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 (including treasury shares)
Number of shareholders	18,122 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	35.72
2	The Master Trust Bank of Japan, Ltd. (Trust Account)	17,179,300	9.91
3	Custody Bank of Japan, Ltd. (Trust Account)	8,879,900	5.12
4	Balloon River LLC	8,360,000	4.82
5	FUJISHIRO Yoshiyuki	5,276,000	3.04
6	The Chugoku Bank, Ltd.	3,200,000	1.85
7	GOVERNMENT OF NORWAY	2,252,335	1.30
8	Ikoen Co., Ltd.	2,100,000	1.21
9	STATE STREET BANK AND TRUST COMPANY 505001	1,813,306	1.05
10	BOFAS INC SEGREGATION ACCOUNT	1,704,618	0.98
	Total	112,707,459	64.98

(Note) 1. The shareholding ratio is calculated excluding treasury shares (2,968,260 shares).
2. Shareholding ratios are rounded to two decimal places.

Major indices coverage Primary indices (as of August 31, 2026)

- JPX Nikkei Index 400
- 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. 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.