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# 2026.3 Annual Results Mid-Term Management Plan

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April 30, 2026  
**Enplas Corporation**  
(TSE: 6961)

# Agenda

## Annual Results

- 2026.3 Financial Results

## Mid-term Management Plan -2<sup>nd</sup> roll-

- Review -1<sup>st</sup> roll-
- Long-term Vision/ Mid-Term Management Policy (2027.3 - 2029.3)/ Financial Targets
- Priority Items under the Mid-Term Management Policy
- Progress on Action to Implement Management that is Conscious of Cost of Capital and Stock Price
- Business Strategies

## 2027.3 Financial Forecast

A decorative graphic consisting of several blue-outlined squares of varying sizes and orientations, arranged in a stepped pattern around the central text box. One square is at the top left, and a cluster of three squares is at the bottom right.

# Annual Results

# Points of Financial Results

## 2026.3 Financial Results Sales and profit growth

- **Significant YoY Sales and profits growth.** In line with the January forecast.

### <Semiconductor business> Sales and profit growth

- **Sales increased** due to growing demand for servers, automotive and mobile applications.
  - ✓ Servers: Recovery in **general-purpose servers**. Increased **ASIC-related demand** for hyperscalers in addition to major GPU manufacturers for **AI servers**.
  - ✓ Automotive SoC: Sales growth for new customers.
  - ✓ Mobile: Strong smartphone development projects.

### <Life Science business>

- Temporary sales increase in 2Q due to discontinuation of some mass-produced products (Unchanged from the July forecast).

### <Digital Communication business>

- Mass production of lenses for 1.6T optical transceivers **has launched**.
- The launch of new lens connector products has been delayed (forecast launch in 2027.3 1Q).

### <Energy Saving Solution business> Sales and profit growth

- Automotive components sales remained strong, driven by the **expansion of our low-noise, high-efficiency gear solutions business**, which we are focusing on.
- Achieved **5 consecutive years of sales growth** despite a sluggish printer market.

## 2026.3 Financial Results

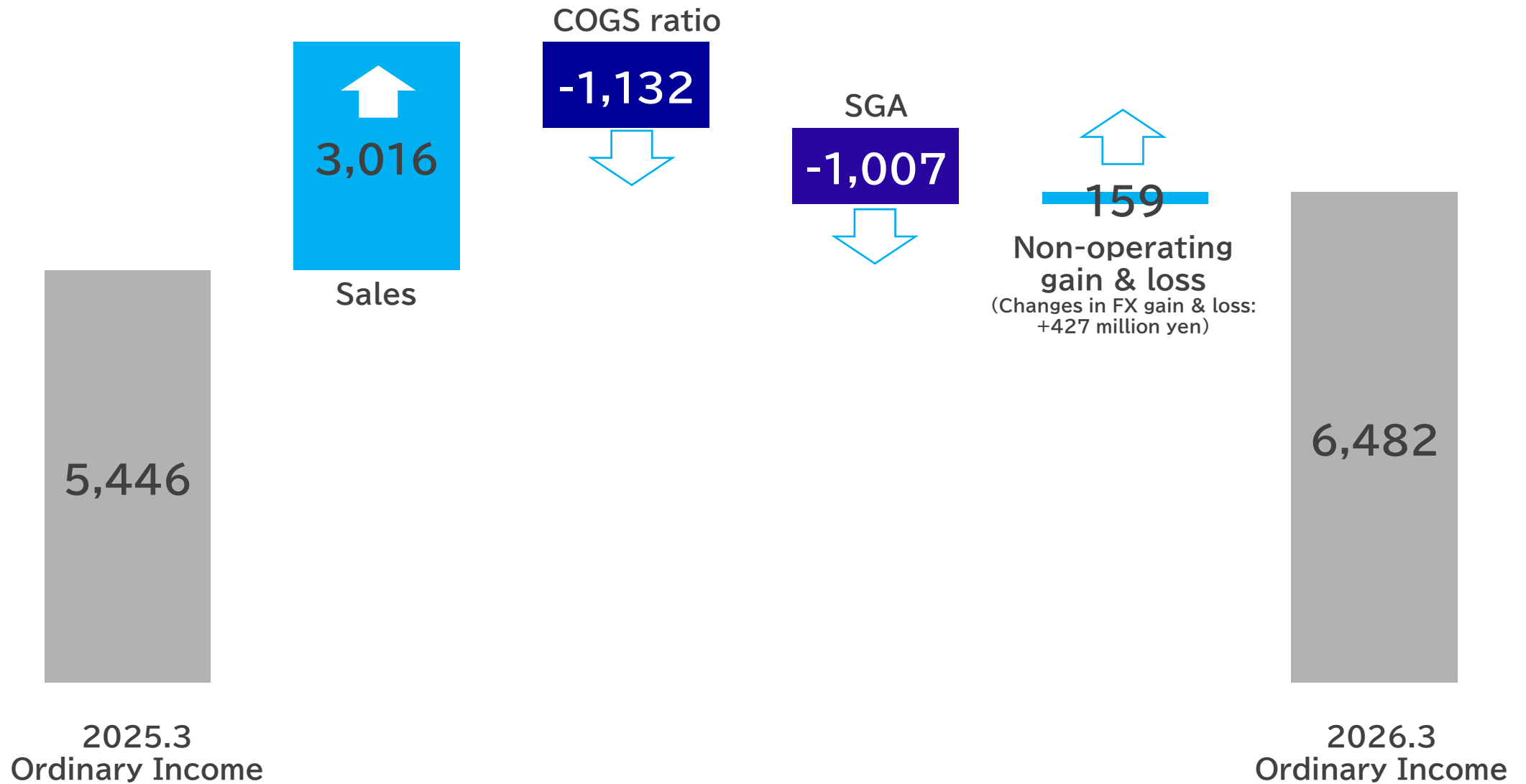
(Million yen)

	2025.3	2026.3	
	Results	Results	Change
Sales	38,069	42,540	+11.7%
COGS Ratio	54.1%	54.5%	+0.4pt
Operating Income	5,287	6,164	+16.6%
Operating margin	13.9%	14.5%	+0.6pt
Ordinary Income	5,446	6,482	+19.0%
Profit attributable to owners of parent	3,943	5,233	+32.7%
Return of equity (ROE)	7.4%	8.9%	+1.5pt
Earnings Per Share	446.47 <sub>yen</sub>	587.90 <sub>yen</sub>	+141.43 <sub>yen</sub>
Average Exchange Rate (US\$)	152.47 <sub>yen</sub>	150.94 <sub>yen</sub>	-1.53 <sub>yen</sub>
Dividends Per Share	70.00 <sub>yen</sub>	90.00 <sub>yen</sub>	+20.0 <sub>yen</sub>

FX sensitivity (US\$): Sales Approx. 200 million yen/year, Operating income Approx. 150 million yen/year

# Ordinary Income Analysis

(Million yen)



# 2026.3 Segment Results

(Million yen)

		2025.3	2026.3	
		Results	Results	Change
Semiconductor	Sales	16,123	23,603	+46.4%
	COGS Ratio	52.4%	46.7%	-5.7pt
	Operating Income	1,529	4,974	+225.2%
Life Science	Sales	3,054	3,083	+1.0%
	COGS Ratio	55.3%	63.5%	+8.2pt
	Operating Income	453	432	-4.5%
Digital Communication	Sales	4,893	1,652	-66.2%
	COGS Ratio	23.6%	51.5%	+27.9pt
	Operating Income	2,484	-284	-
Energy Saving Solution	Sales	13,998	14,201	+1.4%
	COGS Ratio	66.5%	65.8%	-0.7pt
	Operating Income	820	1,041	+26.9%

# Quarterly Results

(Million yen)

	2025.3	2026.3			
	4Q	1Q	2Q	3Q	4Q
Sales	9,264	8,999	11,901	11,473	10,166
COGS Ratio	55.0%	55.7%	55.2%	52.2%	55.2%
Operating Income	1,203	905	2,145	2,149	963
Operating margin	13.0%	10.1%	18.0%	18.7%	9.5%
Ordinary Income	1,135	825	2,255	2,297	1,104
Profit attributable to owners of parent	1,071	362	1,884	1,629	1,357
Earnings Per Share	121.26yen	41.03yen	212.93yen	182.78yen	150.72yen

# Reference: Quarterly Results by Segment

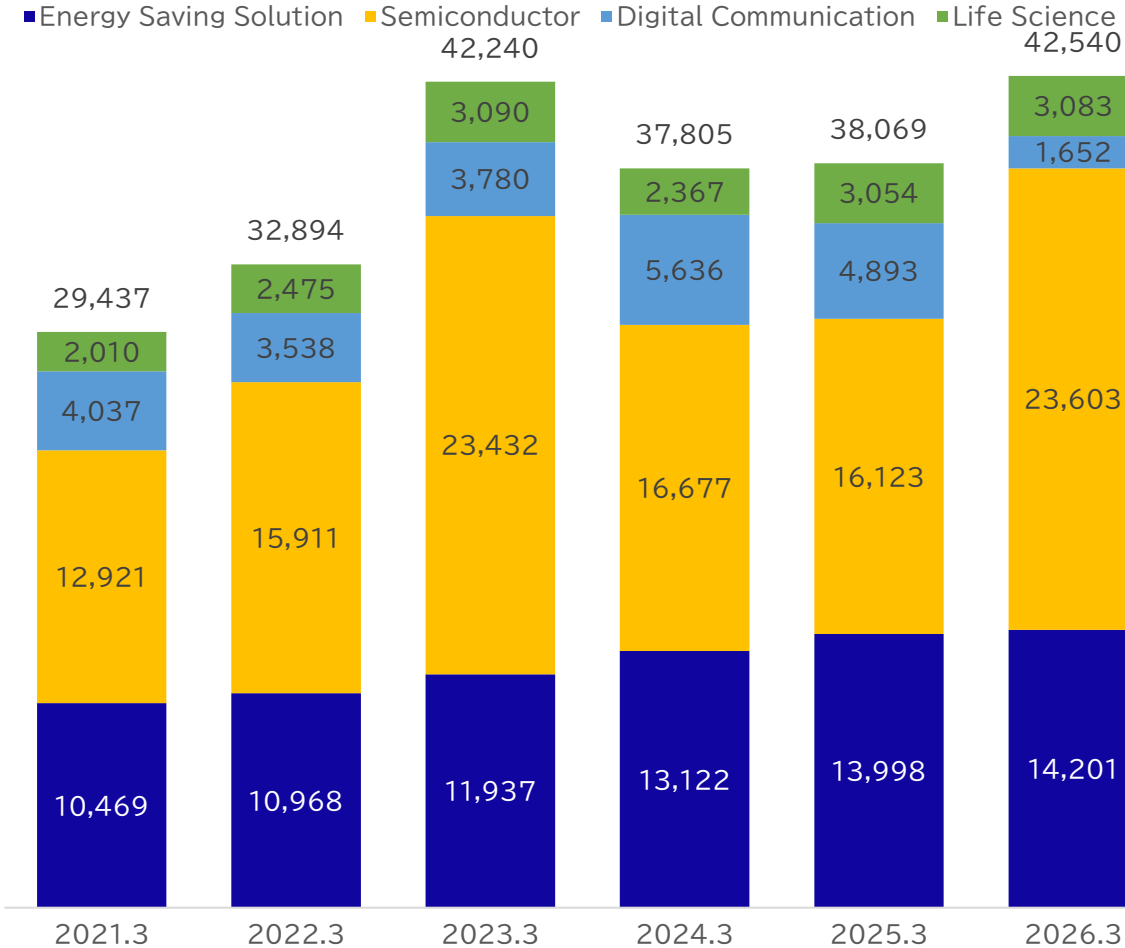
(Million yen)

		2025.3	2026.3			
		4Q	1Q	2Q	3Q	4Q
Semiconductor	Sales	4,136	4,888	5,797	7,166	5,751
	COGS Ratio	52.8%	48.5%	45.7%	45.0%	48.4%
	Operating Income	420	866	1,412	1,880	815
Life Science	Sales	944	516	2,104	262	200
	COGS Ratio	40.3%	61.6%	62.9%	72.3%	63.5%
	Operating Income	326	-10	546	-51	-52
Digital Communication	Sales	784	420	365	383	481
	COGS Ratio	30.5%	52.7%	58.6%	42.4%	52.3%
	Operating Income	262	-43	-107	-10	-122
Energy Saving Solution	Sales	3,398	3,173	3,634	3,661	3,731
	COGS Ratio	67.4%	66.1%	65.6%	66.1%	65.6%
	Operating Income	195	92	294	331	323

# Reference: Annual Results

## <Sales>

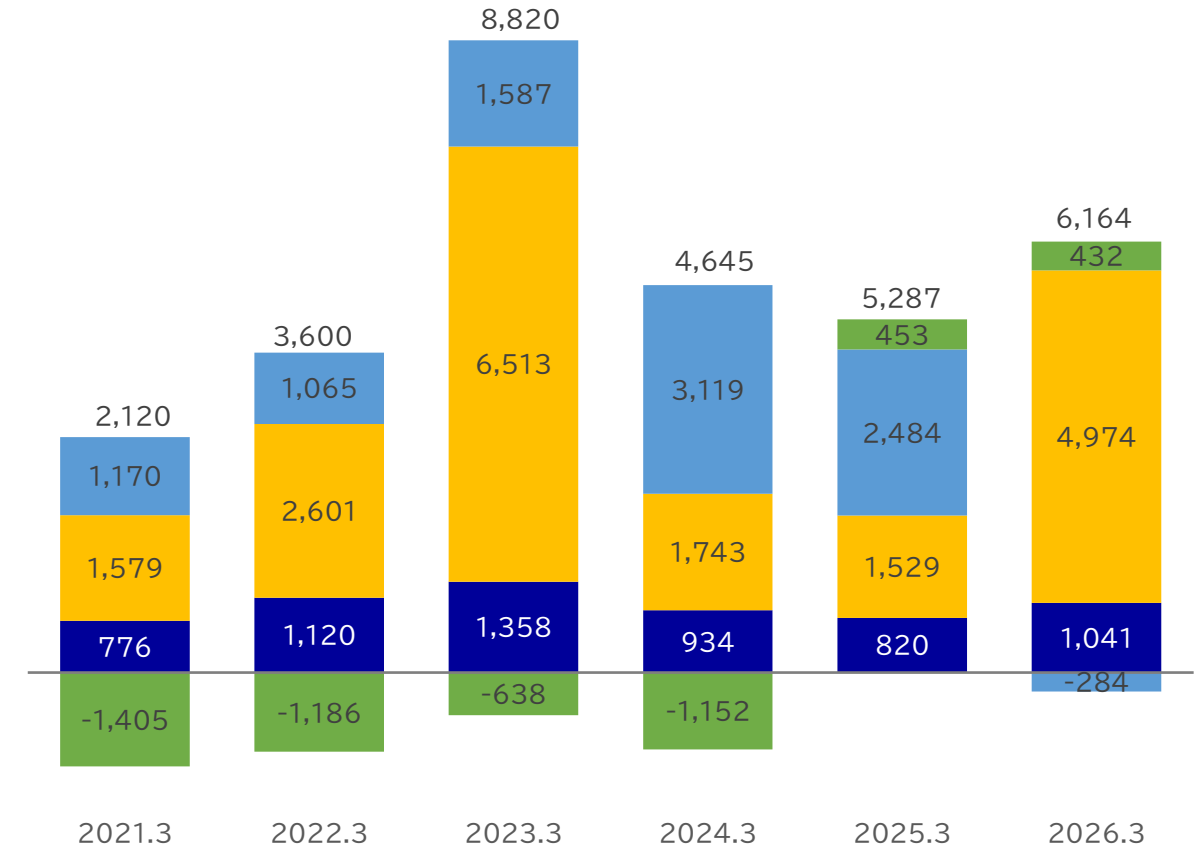
(Million yen)



## <Operating Income>

(Million yen)

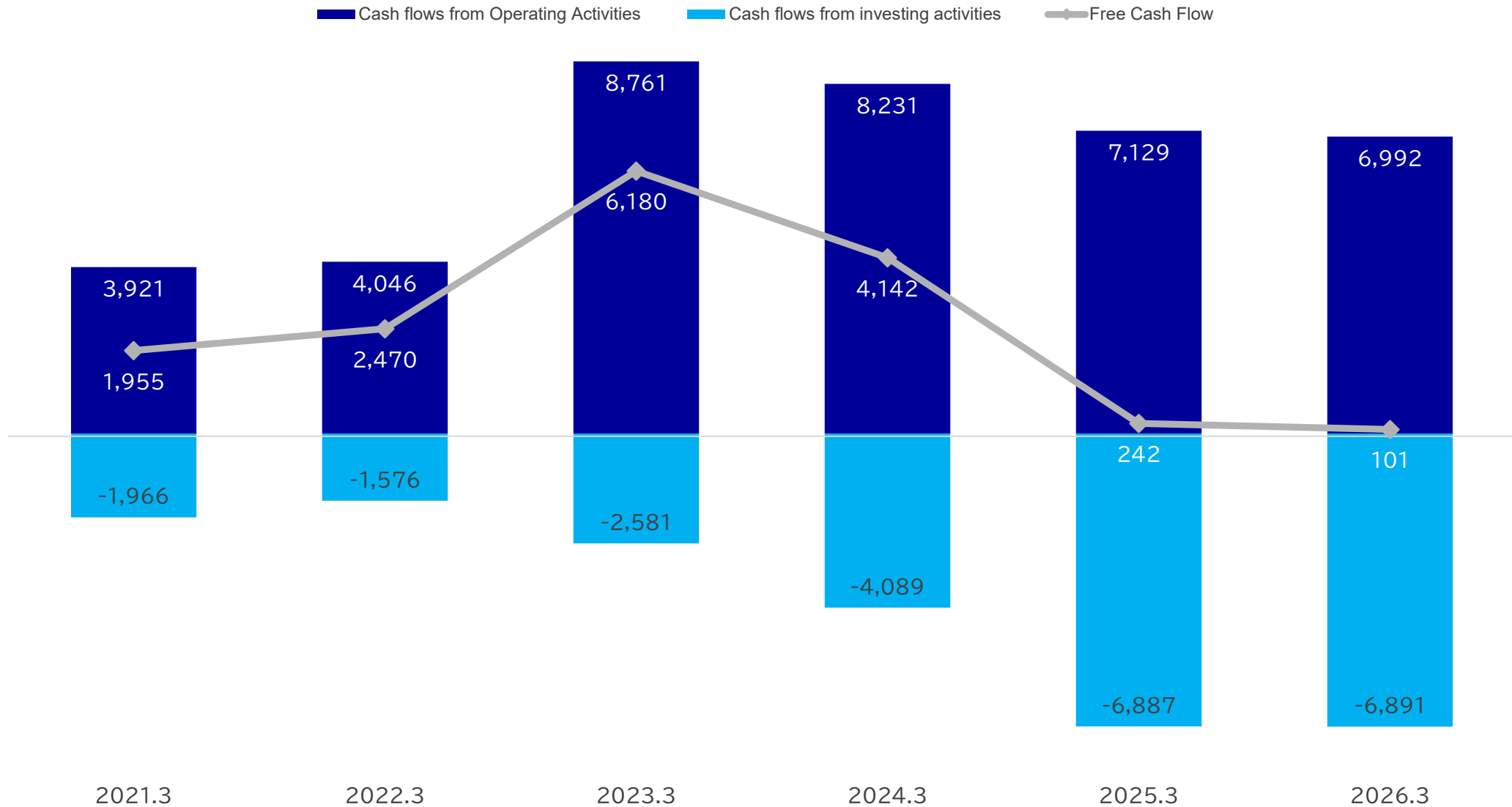
■ Energy Saving Solution ■ Semiconductor ■ Digital Communication ■ Life Science



\*The numbers above the bar graph represent the total Operating Income for each segment and do not correspond to the height of the bar graph.

# Cash Flow

(Million yen)



# Financial Results Overview

## ➤ SG&A

(Million yen)

2025.3	2026.3	Change
12,183	13,190	+1,007

- Labor cost: +439
- Research & development expense: +196

## ➤ Non-operating profit and loss

(Million yen)

2025.3	2026.3	Change
158	318	+160

2026.3

- Interest income: 195 (2025.3: 398)
- FX gain: 167 (FX loss for 2025.3: 259)

A decorative graphic consisting of several blue-outlined squares and lines. One square is positioned at the top left, partially overlapping the main title box. On the right side, there is a vertical line that branches into two squares, one above the other, with a horizontal line connecting them to the right edge of the main title box.

# Mid-term Management Plan -2<sup>nd</sup> roll-

# Review -1<sup>st</sup> roll-

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# Mid-term Management Plan -1<sup>st</sup> roll- (Disclosed in April 2025)

Financial targets are progressing well above expectations

Financial targets	2026.3 Initial Targets*	2026.3 Results	2028.3 Targets
Sales	40,000 Million yen	42,540 Million yen	50,000 Million yen
Operating Income	4,700 Million yen	6,164 Million yen	8,000 Million yen
ROE	5.8%	8.9%	9.0% or more

\*Excluding the impact of FX and additional U.S. Tariffs

# Mid-term Management Plan -1<sup>st</sup> roll-

Non-financial targets	Indicators	2023.3 Results	2024.3 Results	2025.3 Results	2031.3 Targets
Key KPI	New product ratio (Products whose mass-production started within the past three years)	56%	58%	55%	<b>50% or more</b>
Human resources	Ratio of Female Employees in Management Positions (domestic)	7.7%	6.6%	5.3%	<b>15%</b>
	Ratio of non-Japanese in Management Positions at overseas locations	66.3%	64.1%	64.4%	<b>75%</b>
	Ratio of Male Employees taking paternity leave (domestic)	17%	13%	100%	<b>100%</b>
Environment	CO2 emissions reduction (Scope 1+2) compared to 2024.3	21,236 t-CO2	18,515 t-CO2	11% reduction (16,396 t-CO2)	<b>40% reduction</b> *2033.3 target
	Resin material wastage rate	3.6%	6.0%	3.6%	<b>3%</b>

# Roadmap to AI evolution

## Phase 1. Buildout

Building AI Infrastructure



## Phase 2. Adoption

Adoption for People, Businesses, and Society



Images generated by Copilot

## Phase 3. Transformation

Significant Productivity Improvements



Images generated by Copilot

Roadmap outlined in the Mid-term Management Plan -1<sup>st</sup> roll-

2025/1

2026-2027

Beyond 2030

Building AI Infrastructure

Significant Productivity Improvements

Adoption for People, Businesses, and Society



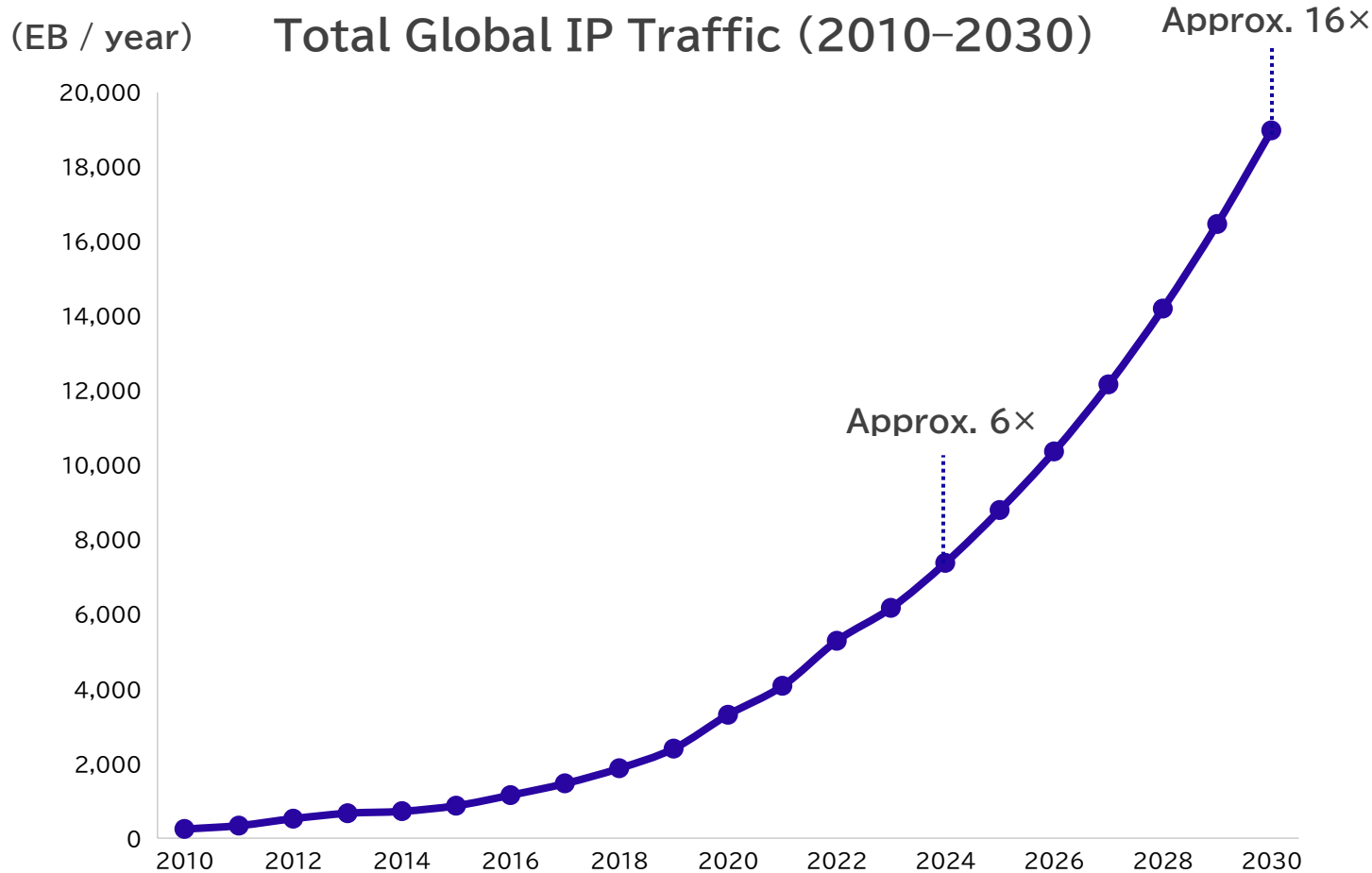
**Current**  
(Mid-term Plan -2<sup>nd</sup> roll-)

**Everything Accelerated and pulled forward**

# Our Vision of the Future

## Unstoppable Growth in Data Traffic

The social adoption of AI and changes in human activities are driving increase in data traffic.



Zettabyte Era  
**1.2 ZB**  
 Global IP traffic totaled approximately 1.2 ZB in 2016

Internet traffic  
**Approx. 6x**  
 Approx. 6x from 2016 to 2024

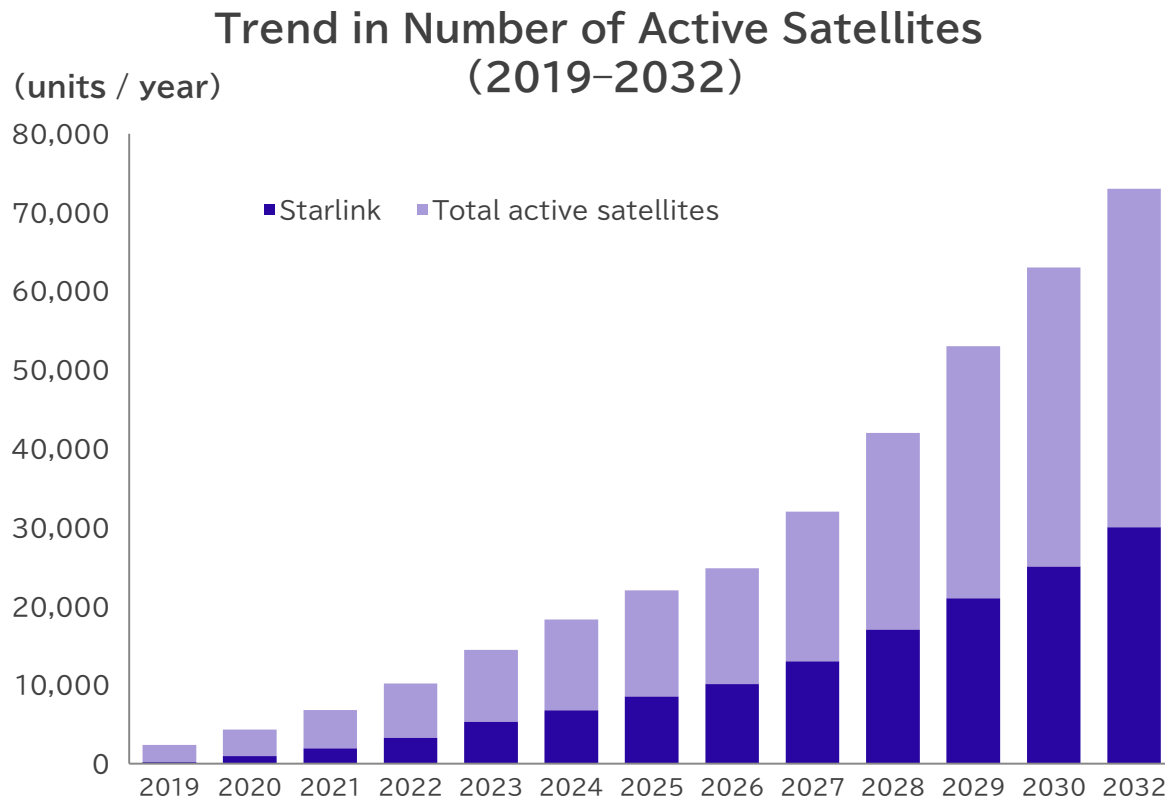
2030 Forecast  
**Approx. 16x**  
 2030 forecast: approx. 16 x vs. 2016

Source: Created by Enplas based on the data below  
[ITU](#) [IBISWorld](#) [Cisco](#) [Sofrecom](#)

# Our Vision of the Future

## AI Data Centers: From Central Concentration to Space and Edge

In addition to large-scale terrestrial data centers, low Earth orbit (LEO) satellites and edge computing are rapidly expanding as new AI infrastructure platforms.



Source: Created by Enplas based on the data below  
[Statista](#) [ABI Research](#)

### Edge

#### Edge — AI Processing at the Field

Autonomous driving, smart factories, and robotics

- Low-latency decision-making
- Increasing small data centers distributed near the field

### Space

#### Space — LEO Megaconstellations

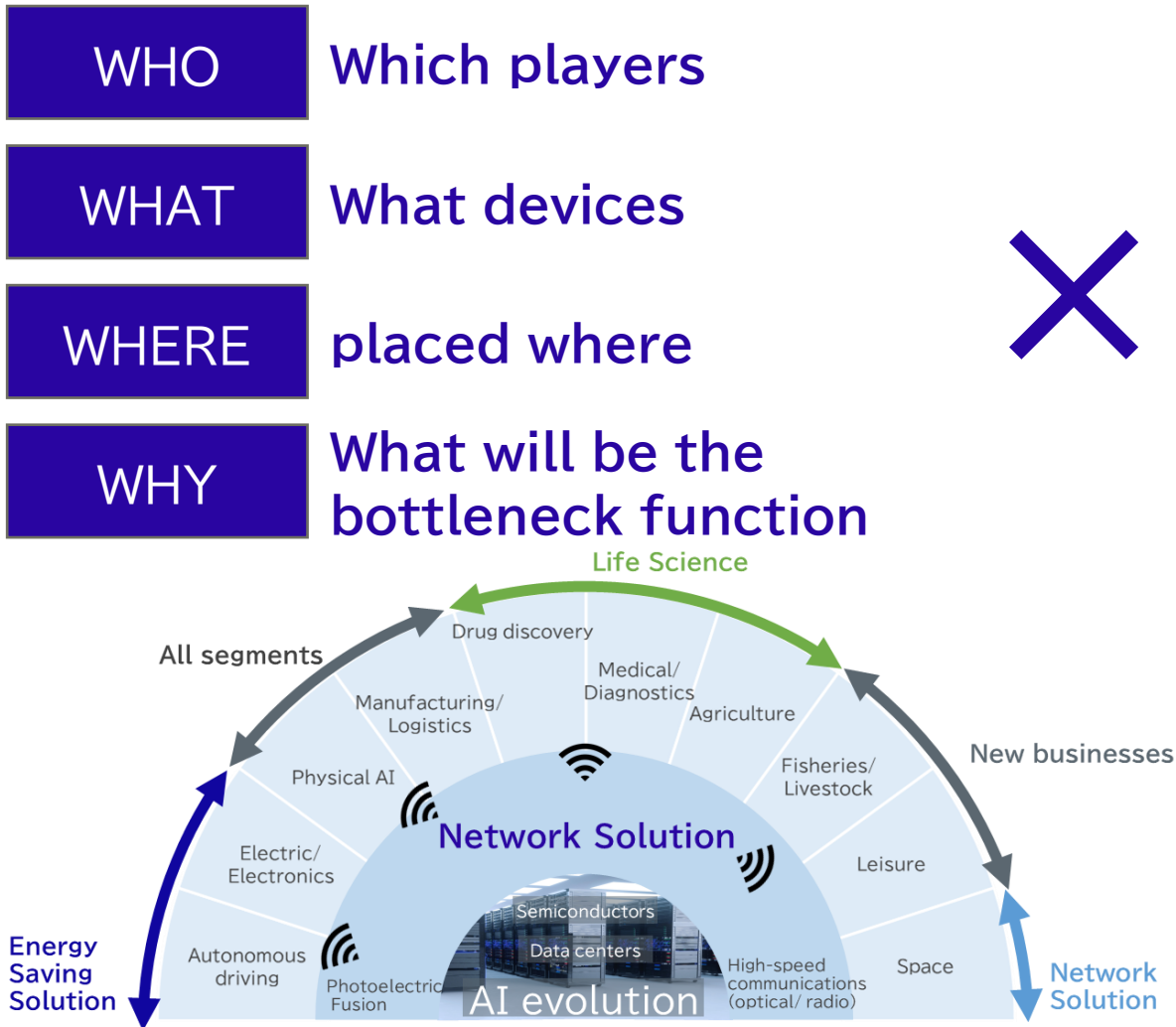
Starlink and Amazon Kuiper

- On-satellite AI processing
- Inter-satellite optical communications
- Ground-to-space data network

# Our Vision of the Future

## Roadmap of Business Opportunities

Identifying business opportunities by working backward from data traffic growth.



Our Technologies (Strengths)

### Mechanics, Optics, Electronics, and Biology

- Broad foundation of core technologies, application technologies, and proprietary black-box technologies
- Solution Provider

#### Life Science



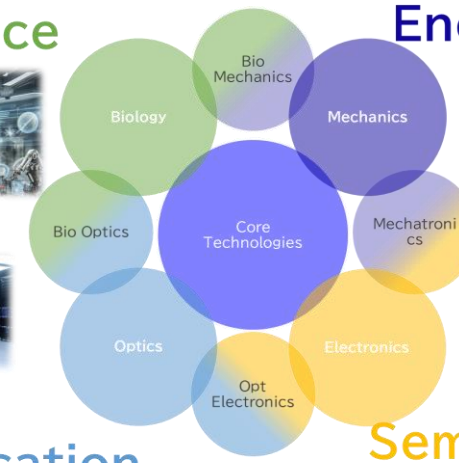
#### Energy Saving Solution



#### Digital Communication



#### Semiconductor



# Mid-term Management Plan -2<sup>nd</sup> roll-

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# Long-term Vision

## Corporate Philosophy

### Mission

**Deliver value for a sustainable future through world class technology**

### Long-term Vision

**Solution Provider to Maximize AI Performance**

### Purpose

We contribute to creating a better tomorrow through AI evolution.

We have revised our Long-term Vision, “Key Component Company for Essential Market,” announced on April 30, 2025, for the following reasons.

- Social implementation of AI, which we expected to progress over the medium to long term, is accelerating.
- Aim to be a solution provider that maximizes the effects of social implementation of AI.
- Switch to a strategy of broadly capturing and growing in domains, not limited to Essential markets or key plastic components.

# Mid-Term Management Policy (2027.3 - 2029.3)

## Deliver Value to Customer as a Solution Provider

Slogan

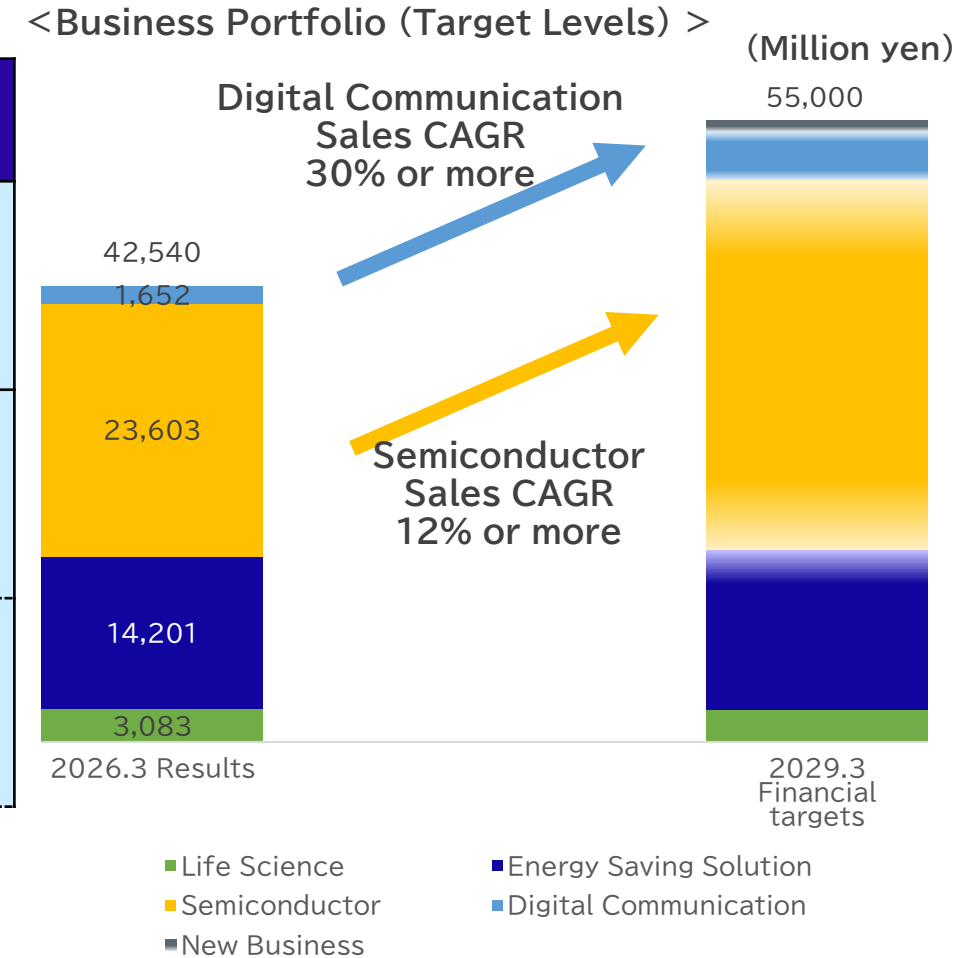
One Enplas for Growth

Priority Items	Details
① Semiconductor Business Growth / Business Portfolio Diversification	<ul style="list-style-type: none"> <li>• Reliably monetize semiconductor market opportunities</li> <li>• Accelerating investments to expand the business portfolio</li> </ul>
② Creating Customer Value through the Innovation Center	<ul style="list-style-type: none"> <li>• Identifying customer demand through the Innovation Center</li> <li>• Creating customer value and driving business growth</li> </ul>
③ Growth of Each Business and Expansion of Business Areas	<ul style="list-style-type: none"> <li>• Enhance added value through niche top</li> <li>• Details are explained in the Business Strategy slides (pp.33-36)</li> </ul>
④ Investment in Growth Areas and Rigorous Return on Investment	<ul style="list-style-type: none"> <li>• Steadily monetize results of prior investments and maximize free cash flow</li> <li>• Concentrating management resources on growth areas</li> </ul>

# 2029.3 Financial targets (Mid-term Management Plan -2<sup>nd</sup> roll-)

We have set sales, operating income, and ROE as our key financial targets to achieve sustainable growth and enhance corporate value

	2025.3 Results	2026.3 Results	2029.3 Financial targets
Sales	38,069 Million yen	42,540 Million yen	55,000 Million yen
Operating Income	5,287 Million yen	6,164 Million yen	10,000 Million yen
ROE	7.4%	8.9%	10.0% or more



# Priority Items under the Mid-Term Management Policy

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# ① Semiconductor Business Growth / Business Portfolio Diversification

## Accelerating Growth × Building the Next Pillars

Semiconductor growth and portfolio diversification investment - not in conflict, but compatible

### GROWTH

#### Semiconductor Business

Servers, Automotive SoCs, and Mobile

- Maximizing growth rates
- Investments to accelerate growth (Supply chain diversification, commercializing test business)

### PORTFOLIO

#### Building the Pillars for the Next Decade

Address the risk of over-reliance on the semiconductor business

- Creating customer demand through Innovation Center
- Continued investment in R&D

#### Physical AI Device Solutions: U.S. West Coast

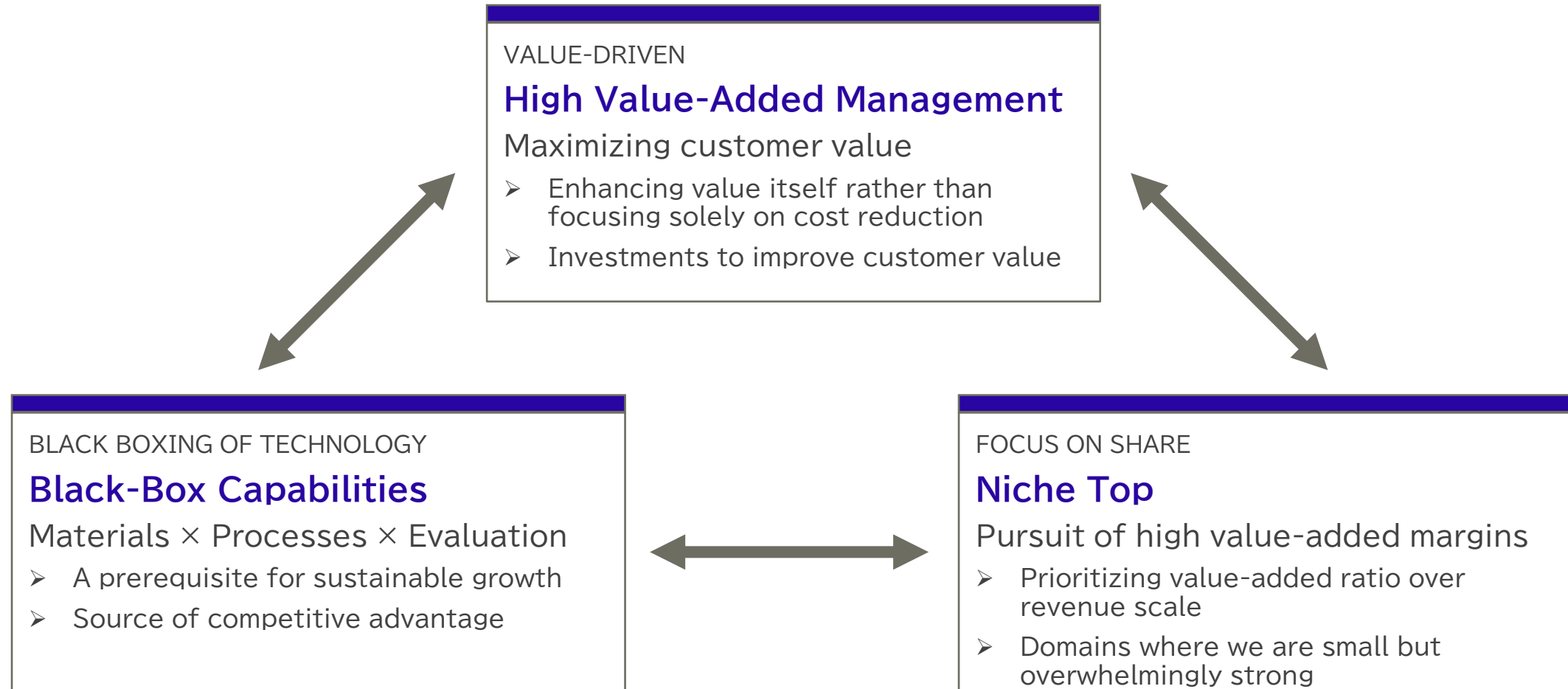
- Marketing for Physical X AI business opportunities
- Sensors / Thermal / Communications / Robotics / Imaging / Inspection / Agriculture / etc.

#### AI & Robotics Laboratory: Kyoto

- Co-development with leading Japanese robotics expert
- Development of cutting-edge AI and robotics technologies

# ① Semiconductor Business Growth / Business Portfolio Diversification

## Three Pillars Balancing Growth and Resilience



## ② Creating Customer Value through the Innovation Center

# Innovation Center = Creating Demand Itself

A platform to draw customer challenges and ideas, and create value



### Demand Creation Loop

#### Presenting a Variety of Technologies

Demonstrate possibilities in materials, processes, and designs through tangible prototypes

#### Idea Discussions

Draw out customer challenges and ideas

#### Prototyping, Verification, and Validation





Provide an integrated process including full validation

#### Creation of Customer Value

Enhance customer value and create a resilient business capable of adapting to change

### ③ Growth of Each Business and Expansion of Business Areas

Each business will expand its business areas and subdivide its BU to maximize business opportunities for AI evolution, with each BU aiming to become a **Niche Top and High added value**.

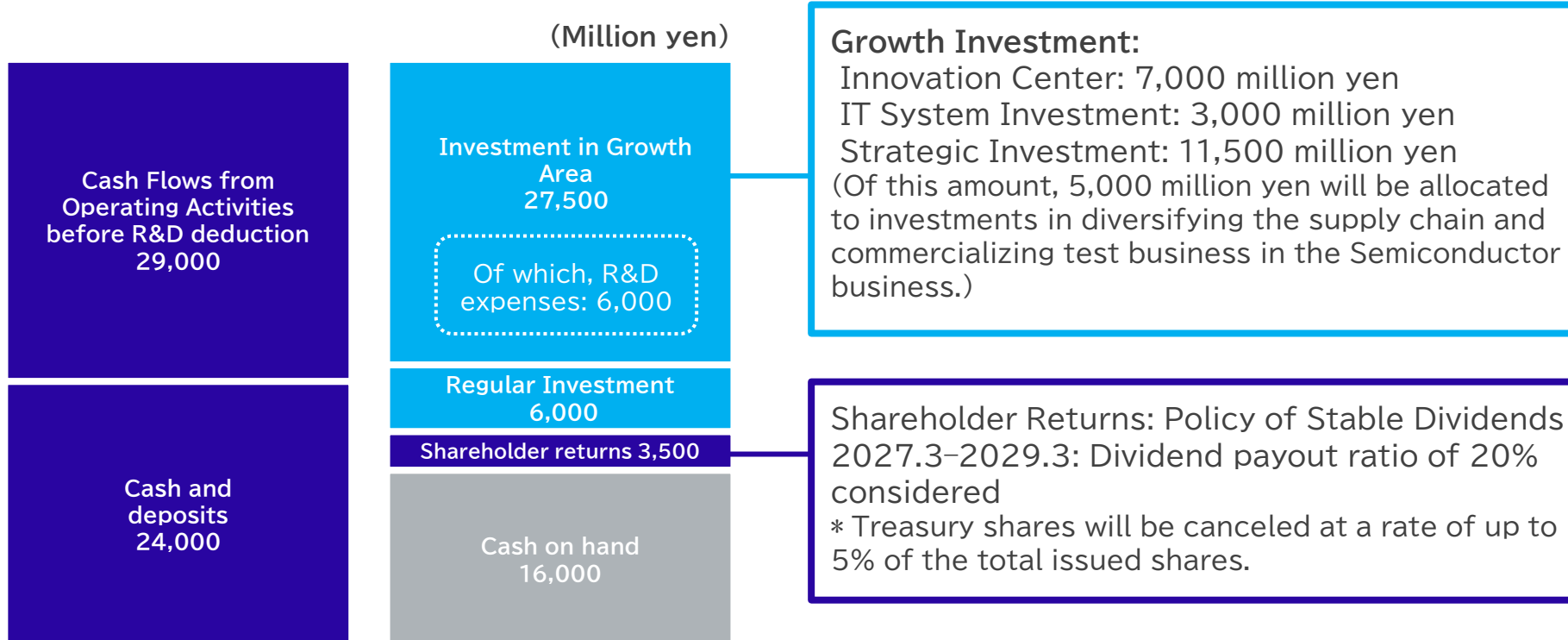
Segment	Market Environment	External Environment / Business Opportunities	Business Strategies
<b>Semiconductor (Growth Areas)</b>	 CAGR: <b>9.6%</b> (2026-2030)	<ul style="list-style-type: none"> <li>• Amid continued investment in AI semiconductors, we aim to capture market growth with certainty and maximize business opportunities.</li> <li>• Expand business opportunities in AI ASICs</li> </ul>	<ul style="list-style-type: none"> <li>• Capture growth markets and enter new domains</li> </ul>
<b>Digital Communication (Growth Areas)</b>	 CAGR: <b>10.6%</b> (2025-2030)	<ul style="list-style-type: none"> <li>• Contribute to solving large-scale data center challenges (thermal management, reliability, and compatibility)</li> <li>• Growth of new data-center-related business domains</li> <li>• Capturing business opportunities toward future optoelectronic integration</li> </ul>	<ul style="list-style-type: none"> <li>• Capture business opportunities in optical solutions and optoelectronic integration within data centers</li> <li>• Expand market share in the display market</li> </ul>
<b>Energy Saving Solution (Stable Areas)</b>	 CAGR: <b>3.5%</b> (2025-2030)	<ul style="list-style-type: none"> <li>• While geopolitical risks in the Middle East are a concern, moderate growth is expected</li> </ul>	<ul style="list-style-type: none"> <li>• Drive gear solution business</li> <li>• Develop Electric/Electronics field.</li> </ul>
<b>Life Science (Stable Areas)</b>	 CAGR: <b>6.5%</b> (2025-2031)	<ul style="list-style-type: none"> <li>• The market is expected to continue moderate growth</li> <li>• Over the long term: drug discovery, diagnostics, and medical applications</li> </ul>	<ul style="list-style-type: none"> <li>• Expand business domains and explore new areas</li> </ul>

# ④ Investment in Growth Areas and Rigorous Return on Investment

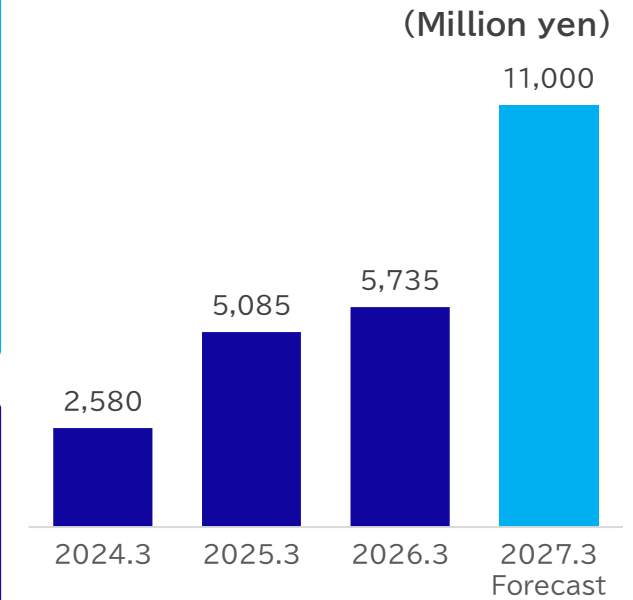
Based on operating cash flow and cash on hand generated during the Mid-term Management Plan period (2027.3–2029.3), we will allocate 27,500 million yen for growth investments, including R&D, 6,000 million yen for regular investments, and 3,500 million yen for shareholder returns, to achieve our corporate value enhancement and growth strategies.

We will also continue to proactively invest in human resources to accelerate business growth, create customer value, and achieve high value-added management.

Cash Allocation (2027.3-2029.3)



Growth Investment\*



\*Growth Investment: Total of Long-Term / Environmental Investments and Investment in Growth Areas

# ④ Investment in Growth Areas and Rigorous Return on Investment

-Progress on Action to Implement Management that is Conscious of Cost of Capital and Stock Price

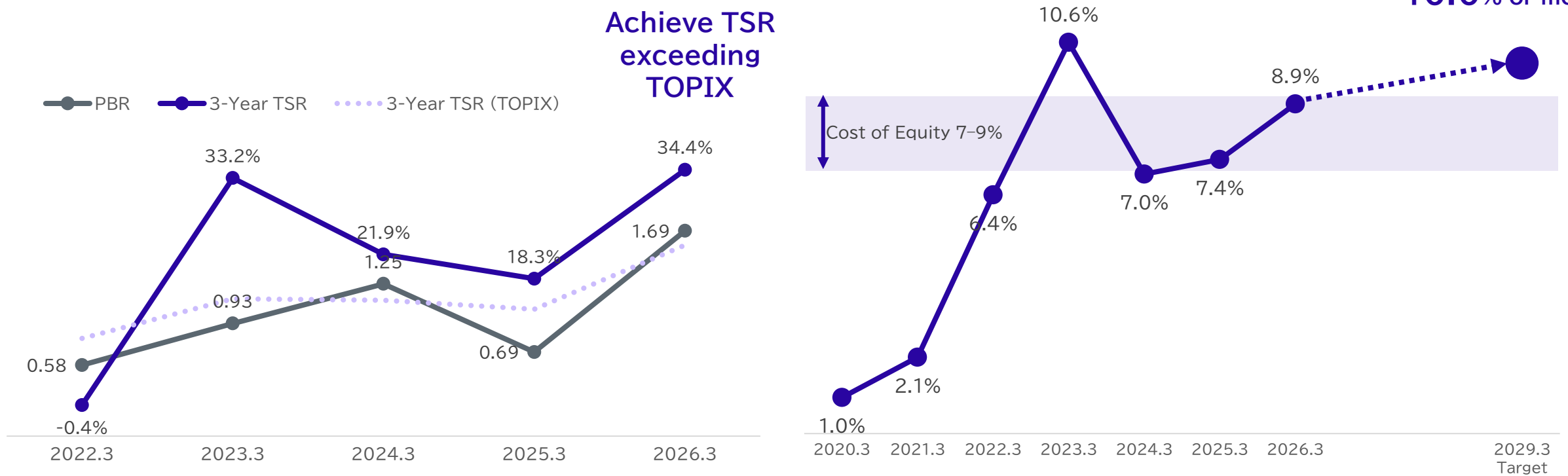
- Achieve sustainable growth and increase corporate value by creating customer value as a solution provider, aiming for an **ROE of 10% or more during the Mid-term Management Plan period.**
- Assume that the cost of equity could be in the range of 7% to 9% or higher over the medium to long term, and aim to further improve ROE.

## Action Plans

- Steadily monetize results of prior investments and maximize free cash flow
- Concentrating management resources on growth areas

ROE target  
**10.0% or more**

Achieve TSR  
exceeding  
TOPIX



# Business Strategies

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# Semiconductor

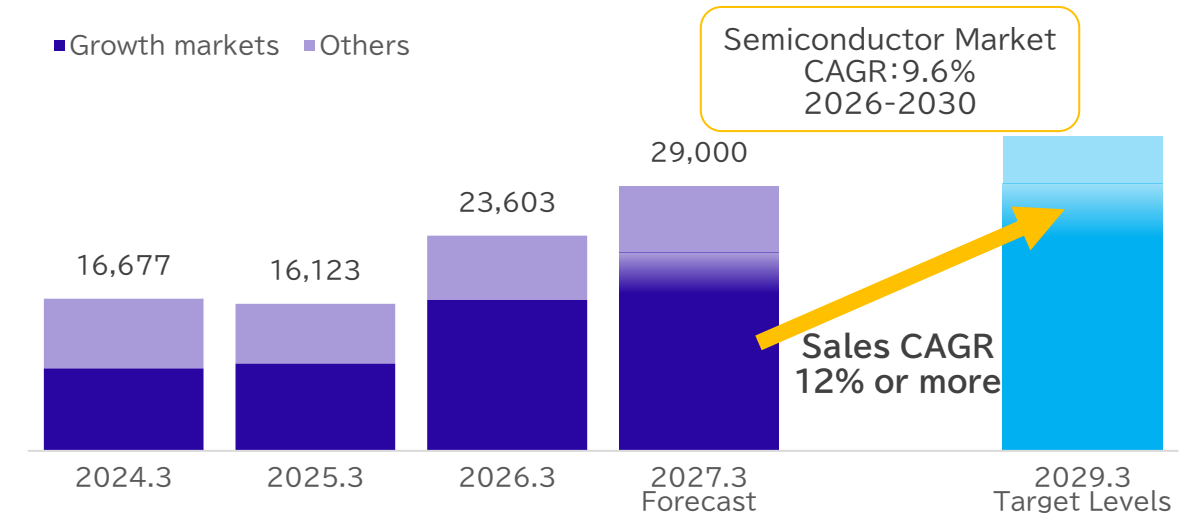
## Long-term vision

### Key Test Solution Company for Semiconductor Market

### Key Business Priorities

<p>Capture Growth Markets (Burn-in Socket)</p>	<ul style="list-style-type: none"> <li>Expand business in growth markets, including AI servers, general-purpose servers, automotive SoCs, and mobile applications.</li> <li>Expand mass production orders related to ASICs for hyperscalers</li> </ul>
<p>Enter New Areas (Test Socket)</p>	<ul style="list-style-type: none"> <li>Enter the growing System-Level Test (SLT) market</li> </ul>
<p>Strengthen the Supply Chain</p>	<ul style="list-style-type: none"> <li>Build a supply chain that flexibly responds to changes in the business environment</li> </ul>

### 2029.3 Sales (Target Levels) (Million yen)



Reference: Statista  
<https://www.statista.com/outlook/tmo/semiconductors/worldwide#revenue>

### Non-financial Target Levels

- Burn-in: growth market sales ratio from 75% to 85% (2029.3)
- Test Socket: SLT market share 25% (2031.3)

# Life Science

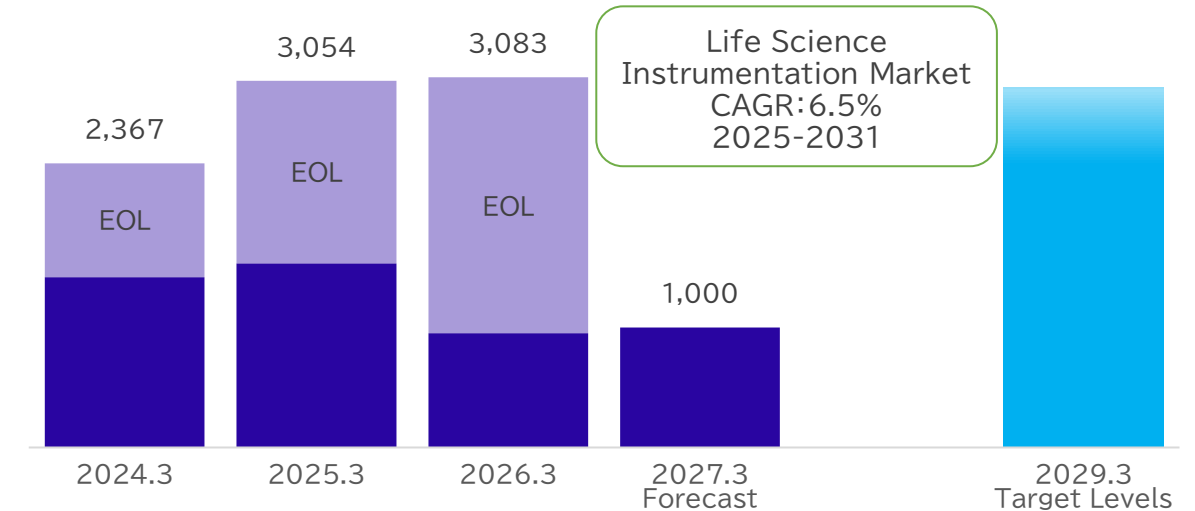
## Long-term vision

Expand Business Domains and Drive Transformation to a Solutions Business

## Key Business Priorities

Expand Business Domains	<ul style="list-style-type: none"> <li>• Leverage a strong customer network to drive new application development in the microfluidic chip field</li> </ul>
Explore New Areas	<ul style="list-style-type: none"> <li>• Advance R&amp;D and promote commercialization in new areas, including medical, diagnostics, drug discovery, and agriculture</li> </ul>

## 2029.3 Sales (Target Levels) (Million yen)



Reference: SEMABIZ  
<https://semabiz.co.jp/mnmast4499/>

## Non-financial Target Levels

- Expand prototyping business in the U.S. and Japan

# Digital Communication

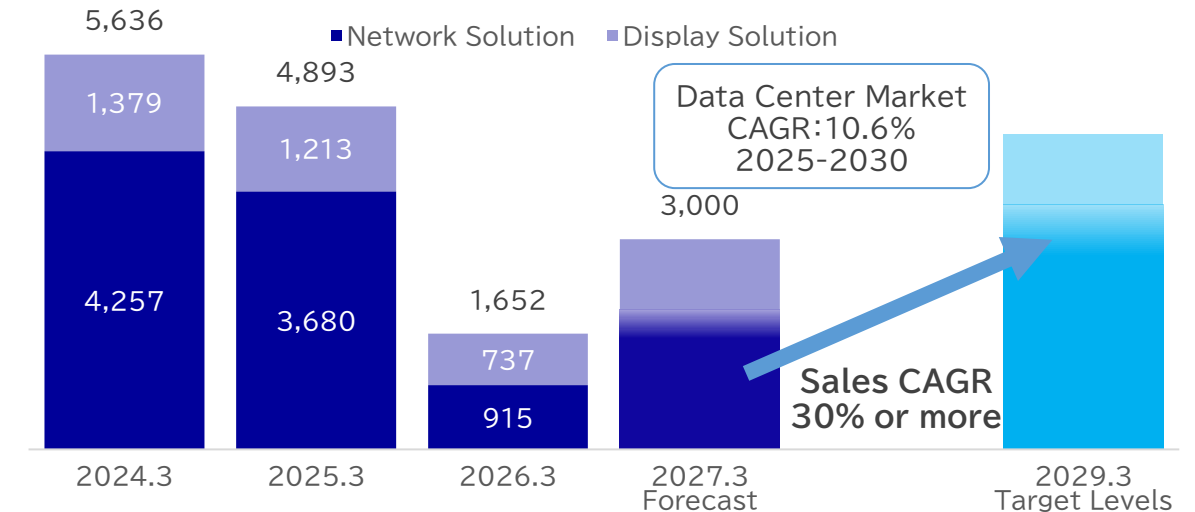
## Long-term vision

Deliver new value (new function and new products) to the rapidly growing AI market and maximize business opportunities

## Key Business Priorities

<p>Network Solution (Optical fiber lens)</p>	<ul style="list-style-type: none"> <li>Expand business scope beyond lenses for optical transceivers to optical solutions within data centers</li> <li>Capture business opportunities toward future optoelectronic integration (Development of CPO components for 3.2T and 6.4T has progressed, and some sample shipments have been done.)</li> </ul>
<p>Display Solution (LED diffusion lens)</p>	<ul style="list-style-type: none"> <li>Expand display market share centered on luminous flux control technology (Achieving both color mixing and wide-angle performance, improved manufacturability, and thinner designs)</li> </ul>

## 2029.3 Sales (Target Levels) (Million yen)



Reference: BCC Research  
<https://www.bccresearch.com/market-research/information-technology/data-centre-market.html>

## Non-financial Target Levels

- Network Solution: Expand Business Domains
- Display Solution: Gain market share across high-end, mid-range, and volume segments

# Energy Saving Solution

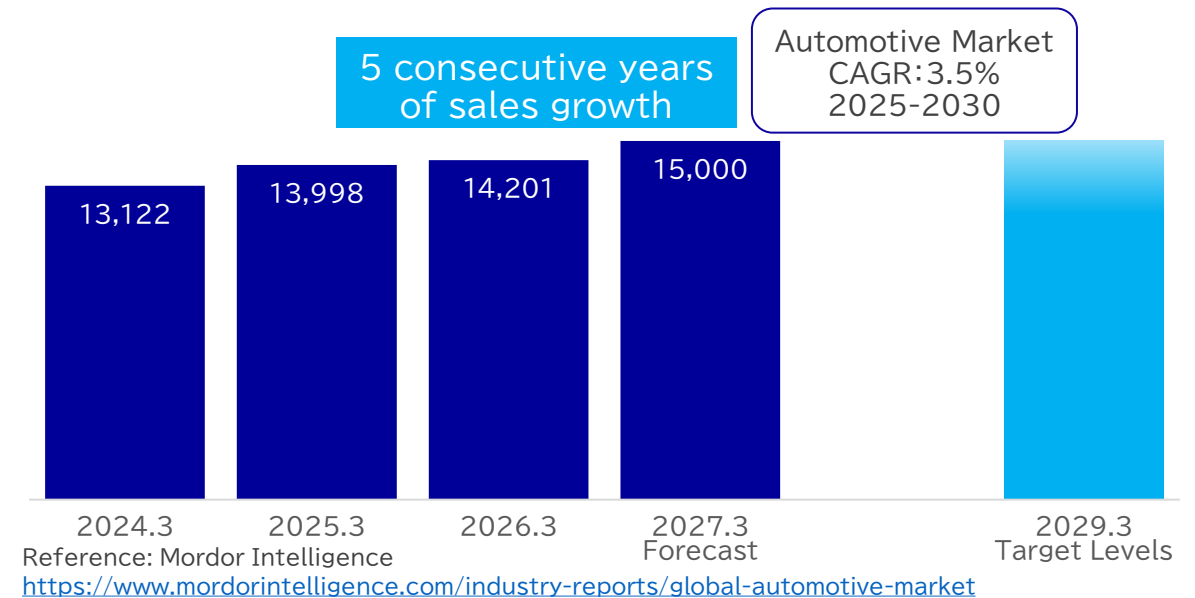
## Long-term vision

Create Value in Eco Markets and Contribute to a Better Tomorrow

## Key Business Priorities

<p>Gear Solution Businesses</p>	<ul style="list-style-type: none"> <li>• Transform business model to aim for becoming the world's No. 1 Gear Solution Provider.</li> <li>• Drive low-noise, high-efficiency gear solutions that support automotive electrification.</li> </ul>
<p>Electric/ Electronics field</p>	<ul style="list-style-type: none"> <li>• Promote development of new products in the Electric/Electronics field</li> </ul>
<p>Strengthen profitability in existing businesses</p>	<ul style="list-style-type: none"> <li>• Enhance the value of existing products through new manufacturing technologies</li> </ul>

## 2029.3 Sales (Target Levels) (Million yen)



## Non-financial Target Levels

- Gear solutions business sales ratio 70% (2031.3)
- Electric/Electronics segment sales 10% (2031.3)



# 2027.3 Financial Forecast

# Assumptions for 2027.3 Financial Forecast

## Consolidated financial forecast

- Planned FX rate for full year (US\$): 150 yen
- SGA expenses are expected to increase due to accelerated growth investment and proactive investment in human resources. (2026.3: 13,190 million yen → 2027.3: 15,800 million yen)
  - ✓ Cost increases associated with the Semiconductor business investment: 1,000 million (supply chain diversification and Test Socket commercialization)
  - ✓ Increase in depreciation and related expenses following the launch of the Innovation Center: 700 million (including a temporary cost increase of 400 million)
  - ✓ Increase in depreciation and related expenses following the launch of IT systems: 800 million
  - ✓ Strategic investments in Physical AI Device Solutions and the AI & Robotics Laboratory: 500 million
- Potential risks related to the Middle East situation are currently under assessment and have not been factored in at this stage.

<b>Semiconductor</b>	<ul style="list-style-type: none"> <li>• Sales are expected to increase significantly YoY due to strong performance in servers and automotive SoCs.</li> <li>• For AI servers, in addition to major GPU manufacturers, ASIC-related projects for hyperscalers are expected to increase.</li> <li>• For automotive SoCs, strong performance is expected to continue, driven by expanding market share.</li> </ul>
<b>Life Science</b>	<ul style="list-style-type: none"> <li>• Sales are expected to remain weak due to the discontinuation of some mass-produced products in the previous period.</li> </ul>
<b>Digital Communication</b>	<ul style="list-style-type: none"> <li>• Network Solutions sales are expected to increase, driven by contributions from mass production of new products.               <ul style="list-style-type: none"> <li>✓ Mass production of next-generation products (1.6T optical transceiver lenses) in high-end areas such as AI has launched.</li> <li>✓ New lens connector products are expected to enter mass production in 1Q.</li> </ul> </li> </ul>
<b>Energy Saving Solution</b>	<ul style="list-style-type: none"> <li>• Automotive market is expected to grow moderately, while the printer market is assumed to decline moderately.</li> <li>• Sales are expected to increase, driven by the expansion of our low-noise, high-efficiency gear solutions business in response to electrification.</li> </ul>

## 2027.3 Financial Forecast

(Million yen)

	2026.3	2027.3	
	Results	1 <sup>st</sup> Half	Full-year
Sales	42,540	24,300	48,000
COGS Ratio	54.5%	53.0%	53.7%
Operating Income	6,164	3,900	6,400
Operating margin	14.5%	16.0%	13.3%
Ordinary Income	6,482	3,950	6,500
Profit attributable to owners of parent	5,233	3,000	5,000
Earnings Per Share	587.90 <sub>yen</sub>	332.16 <sub>yen</sub>	553.60 <sub>yen</sub>
Dividends Per Share	90.00 <sub>yen</sub>	45.00 <sub>yen</sub>	90.00 <sub>yen</sub>

# 2027.3 Sales Forecast by Segment

(Million yen)

	2026.3	2027.3	
	Results	1 <sup>st</sup> Half	Full-year
Semiconductor	23,603	15,200	29,000
Life Science	3,083	500	1,000
Digital Communication	1,652	1,100	3,000
Energy Saving Solution	14,201	7,500	15,000

## Reference: 2027.3 Forecast for Capital Expenditures, Depreciation, R&amp;D

	(Million yen)	
	2026.3 Results	2027.3 Full-year
<b>Capital expenditures</b>	<b>7,091</b>	<b>13,000</b>
Long-Term/ Environmental Investment	3,796	7,000
Investment in Growth Area	1,939	4,000
Other Capital Expenditure	1,356	2,000
<b>Depreciation</b>	<b>2,390</b>	<b>3,000</b>
<b>R&amp;D</b>	<b>1,698</b>	<b>2,000</b>

# Enplas Corporation

## 2026.3 Annual Results

### Mid-Term Management Plan

<https://www.enplas.co.jp/english/>

Any statements in this presentation which are not historical are future projections based on certain assumptions and executive judgments drawn from currently available information.

Please note that actual performance may vary significantly from any particular projection due to various factors.

Factors affecting our actual performance include but are not limited to: (i) changes in economic conditions or demand trends related to Enplas's business operations; (ii) fluctuation of foreign exchange rates or interest rates; and (iii) our ability to continue R&D, manufacturing and marketing in a timely manner in the electronics business sector, where technological innovations are rapid and new products are launched continuously.

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The official version of this announcement was published in Japanese. An unofficial English translation is provided for the convenience of overseas investors. For any discrepancies between the Japanese and English versions, the Japanese version shall prevail.