Enplas Corporation

(Securities code:6961)

Working for a Better Tomorrow

Business Report 2026

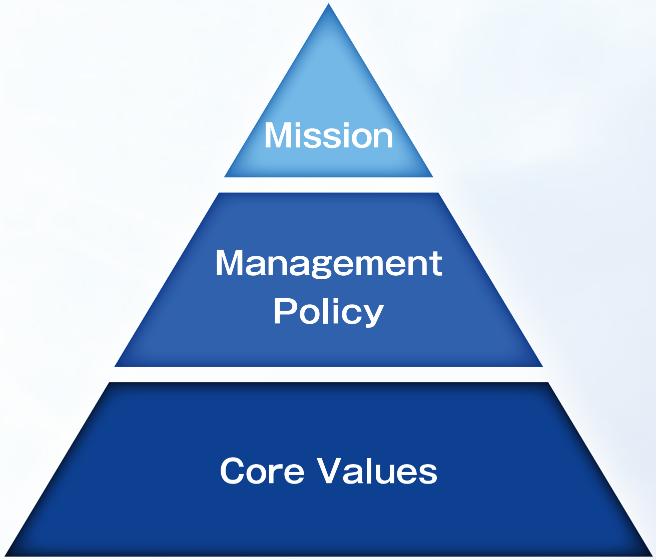
April 1, 2025 to March 31, 2026

enplas

Enplas Corporation

Contents

Corporate Philosophy



Mission
Deliver value for a sustainable future through world class technology

Management Policy
Build and lead a competitive advantage for essential markets through strengthening organizational capabilities

Core Values
Trust is our foundation
- Valuing the diversity of people and ideas
- Acting with high ethical standards
- Co-creating innovative solutions

To Our Shareholders

Our various corporate activities, as a solution provider for essential markets, are carried out to help realize a better and sustainable future for society.

Daisuke Yokota, President

Q What was your business performance during the 65th term and your thoughts on the policy for the future?

Total consolidated sales for this term were 42,540 million yen (up 11.7% YOY); operating income was 6,164 million yen (up 16.6% YOY); and ordinary income was 6,482 million yen (up 19.0% YOY). Profit attributable to owners of parent was 5,233 million yen (up 32.7% YOY).

The business performance of each segment is outlined on page 5.

The environment surrounding our company continues to be uncertain, driven by factors such as the impact of U.S. trade policies, prolonged global instability affecting resource prices, disruptions in component procurement, and exchange rate fluctuations. As a result, the outlook remains highly uncertain.
In this environment, we have formulated a medium-term management plan aimed at contributing to a better future through the AI evolution. Under this plan, we have established "Deliver Value to Customer as a Solution Provider" as our core medium-term management policy and are pursuing the expansion of our business domains and the enhancement of added value through a niche-top strategy.

Through our business activities, we will strive to contribute to the realization of a sustainable society and the enhancement of corporate value by providing solutions that help resolve the various challenges faced by industries. Furthermore, in an era of continued discontinuous change, we will focus our management resources on growth areas and actively invest in human capital, which is a key management foundation, in order to achieve sustainable growth.

Q Aims of the Mid-term Management Plan

To Our Shareholders

We adopt a rolling medium-term management plan, under which we review our strategies annually and update our three-year outlook.

Given our corporate structure and innovative nature, the ability to respond swiftly to change is of critical importance. Accordingly, we regard discontinuous changes in the business environment not as risks but as fundamental assumptions, and on April 30, 2026, we announced our Medium-Term Management Plan – 2nd Roll.

With regard to our Long-term Vision, "Key Component Company for Essential Market," announced on April 30, 2025, we have decided to shift our strategic direction toward becoming a solution provider that maximizes the impact of AI's social implementation, in light of the fact that the social implementation of AI, which we had expected to progress over the medium to long term, is accelerating at a pace exceeding our original expectations.

To expand our focus beyond the Essential market and key plastic components and pursue broader growth opportunities, we have revised our long-term vision to "Solution Provider to Maximize AI Performance." Based on this vision, we have established "Deliver Value to Customer as a Solution Provider" as our medium-term management policy.

Further details of the medium-term management plan are provided on pages 7 to 8.

Q What is your shareholder return policy?

We are committed to maintaining robust financial health through sound and effective business management. Our basic policy on shareholder returns is to give back the fruits of our achievements to shareholders in tangible form.

Taking into account the basic policy above and our business performance this fiscal year, we have decided to issue an interim dividend of 45.00 yen per share, and a year-end dividend of 45.00 yen per share, for an annual total of 90.00 yen per share.

Q What else would you like to share with shareholders?

Since our founding, Enplas Corporation has worked with customers around the world to contribute to develop a prosperous society by advancing the development of materials, process engineering, and evaluation technology, and by creating and mass-producing products previously thought impossible.

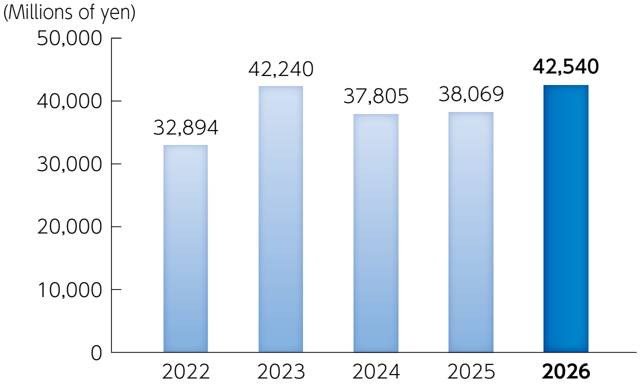
Our business, which began with replacement of metal gears, has since expanded into a wide range of fields spanning semiconductors, life sciences, mobility, and high-speed fiber-optic communications, in which we leverage the technological foundation we have developed throughout our history to deliver solutions that add value to our customers.

Even in today's world, where non-linear change is the norm, we will continue striving to solve the future challenges of a broad range of industries by further refining our technological capabilities and maintaining a sense of speed that allows us to respond swiftly to changes.

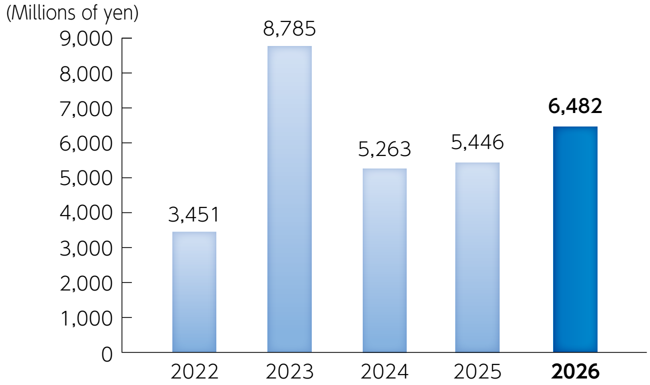
Moving forward, we appreciate and look forward to the continued support and encouragement from all our shareholders.

Consolidated Performance

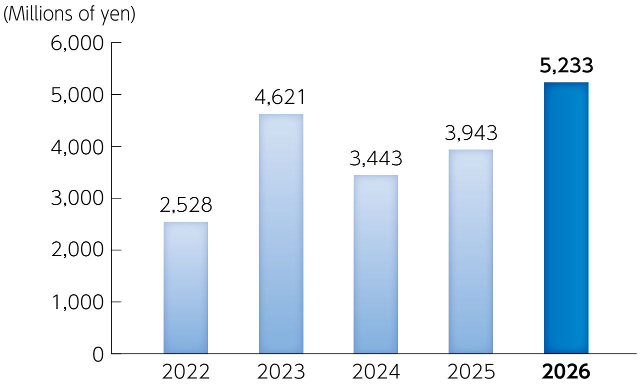
■Consolidated Sales



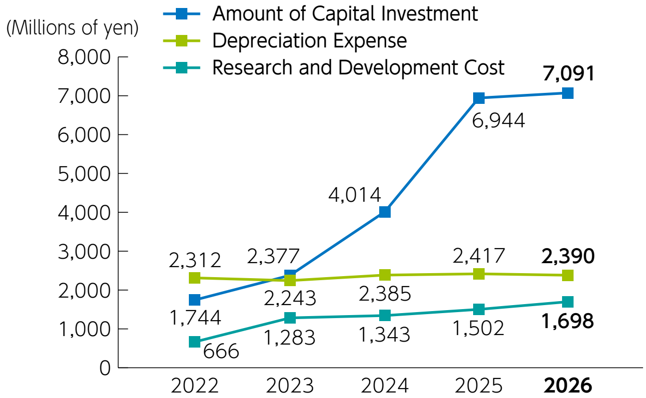
■Consolidated Ordinary Income



■Consolidated Profit attributable to owners of parent



■Amount of Capital Investment/Depreciation Expense/ Research and Development Cost

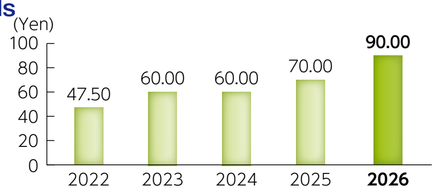


Distribution of Profits

The dividend per share is 90.00 yen

It is our fundamental policy to distribute the fruits of our management activities to our shareholders in a clear manner. We set the annual dividends per share including the interim dividends to 90.00 yen based on the future earnings forecasts with stable redistribution on our mind.

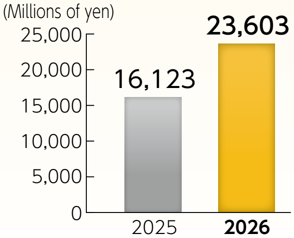
■Dividends



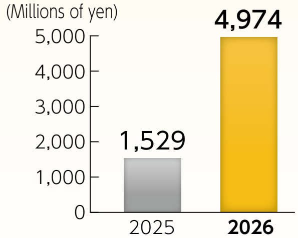
Outline by Businesses

Semiconductor Business

■ Consolidated Sales



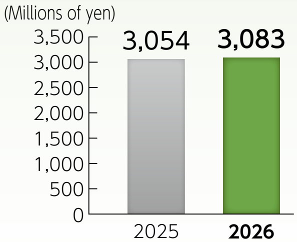
■ Consolidated Operating Income



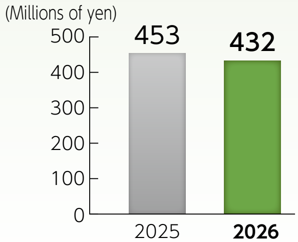
Sales increased due to growing demand for servers, automotive and mobile applications.

Life Science Business

■ Consolidated Sales



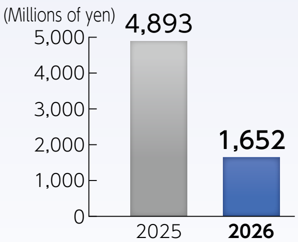
■ Consolidated Operating Income



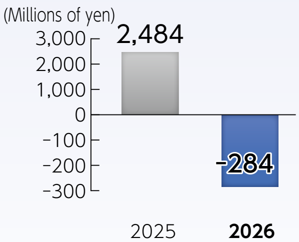
Although genetic testing products remained sluggish due to customers' inventory adjustments amid a downturn in the U.S. life sciences market, net sales increased due to temporary sales increase resulting from the discontinuation of some mass-produced products.

Digital Communication Business

■ Consolidated Sales



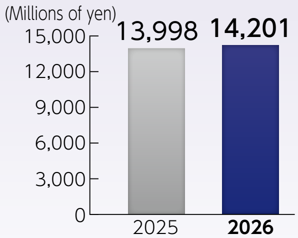
■ Consolidated Operating Income



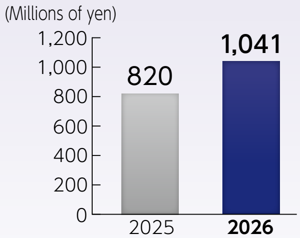
In optical fiber lens, although mass production of next-generation products in high-end areas such as AI applications has launched, sales decreased due to a significant decline in existing products and delays in the ramp-up of new products.

Energy Saving Solution Business

■ Consolidated Sales



■ Consolidated Operating Income



Sales for automotive components increased due to the expansion of our low-noise, high-efficiency gear solution business, which we are focusing on. Sales for printer components decreased due to a reactionary decline in demand.

Environment

Environmental Policy

Enplas is actively engaged in environmental protection related activities across all aspects of the manufacturing process.

1. We set environmental targets, built a company-wide environmental management system in order to achieve them, and continually work for improvement.
2. Through the rationalization and improvement of the business, we will reduce of the environmental burden and promote energy conservation (reduction of power usage/ CO_2 emissions).
3. We will promote the reduction and recycling of waste plastic.
4. In cooperation with suppliers we will strive to reduce the environmental impact of our supply chain.
5. We will comply with all environmental regulations and environmental agreements.
6. We will strive to prevent the emission of pollution from our corporate activities.
7. As members of society, we will contribute to the protection of the environment.

<<Registration Status>>

Units and physical boundaries of the organization		Classification	Description of Business
Enplas Corporation	Global Head Office	Self-Declaration	Development and manufacture of precision plastic components.
	Head Office	Self-Declaration	
	Kanuma Plant	Examination Registrations	
Domestic Group Companies	Enplas Laboratories, Inc.	Self-Declaration	
	Enplas Semiconductor Peripheral Corporation	Self-Declaration	
	QMS Co., Ltd.	Self-Declaration	

Social

Enplas Quality Policy

Gaining customer trust and appreciation by supplying superior quality products and services globally.

1. We commit to meet the global market needs and contribute social growth with the quality assured by the advanced technology based on the engineering plastics.
2. We commit to gain customer trust with complying with laws, regulations, and customer requirements.
3. We commit to maintain the quality foundation that can respond to any changes by improving our quality management system continuously.

Revised June 10, 2020

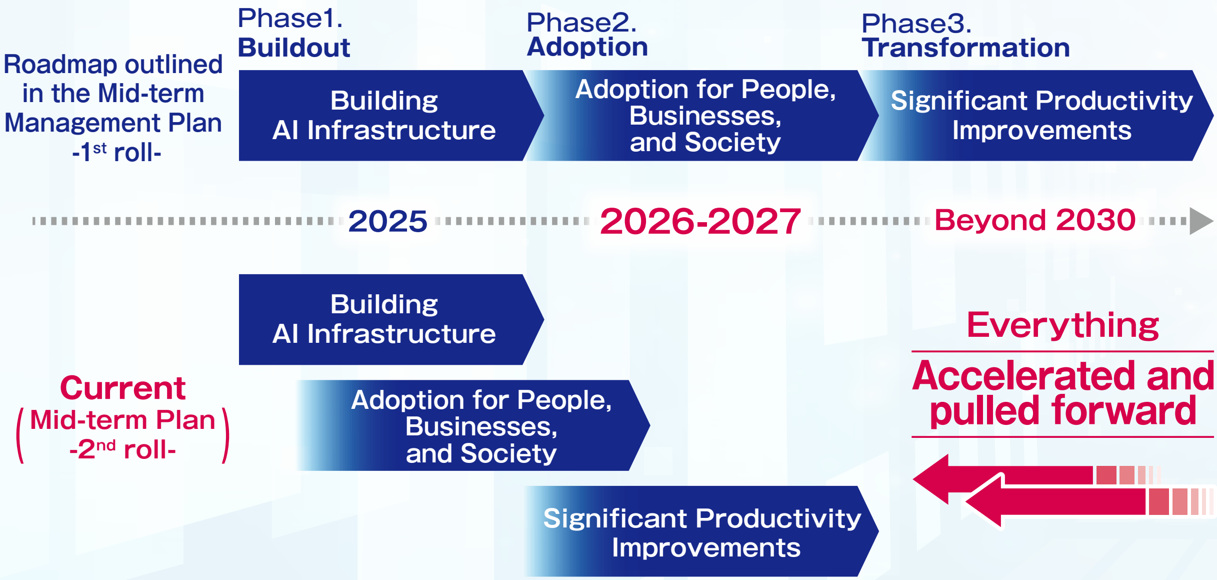
Governance

Corporate Governance Policy

The corporate philosophy, embodying management policy, corporate culture, and corporate ethics, clarifies the corporate mission of contributing to society and forms the basis of corporate governance. In accordance with the corporate philosophy and to create sustainable increases in corporate value, Enplas is enacting the corporate governance policy and will endeavor to ensure ongoing enhancement of corporate governance.

Roadmap to AI evolution

As AI evolution continues to advance at a pace exceeding expectations, we anticipate that business opportunities available to us will expand further.
In response to these changes in the business environment, and under our rolling medium-term management plan, which is reviewed on an annual basis, we have revised our long-term vision and announced our Medium-Term Management Plan – 2nd Roll on April 30, 2026.



As of April 2025, we believed that the social implementation of AI would progress in stages. We expected Adoption for People, Businesses, and Society to advance from 2026, with Significant Productivity Improvements becoming evident by 2030. However, everything has since been accelerated and pulled forward, and even substantial productivity gains are already beginning to emerge ahead of schedule.
In this environment, data traffic continues to grow steadily, and the nature of AI data centers is expected to shift from centralized to distributed, extending to edge and space.
Without limiting our focus to specific markets, we will leverage our integrated technologies, including Mechanics, Electronics, Optics and Biology, to capture new business opportunities.

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, in light of changes in the business environment, including the faster-than-expected progress in the social implementation of AI.
Going forward, we will aim to become a solution provider that maximizes the value of AI utilization, rather than remaining solely a component supplier, and will accelerate our growth by taking a broader view of our business domains.

Mid-Term Management Policy (2027.3 - 2029.3)

Deliver Value to Customer as a Solution Provider

We set the following key initiatives and will create customer value as a solution provider.

1. Semiconductor Business Growth / Business Portfolio Diversification
2. Creating Customer Value through the Innovation Center
3. Growth of Each Business and Expansion of Business Areas
4. Investment in Growth Areas and Rigorous Return on Investment

2029.3 Financial targets

Sales	Operating Income	ROE
55,000 Million yen	10,000 Million yen	10.0% or more

Corporate Profile/Stock Information /Memorandum for Shareholders

(As of March 31, 2026)

Corporate Profile

Corporation Name	: Enplas Corporation
Address	: 2-30-1, Namiki, Kawaguchi City, Saitama 332-0034, Japan
Established	: February 21, 1962
Capital	: 8,080,450,000 yen
Number of employees	: 1,371 (consolidated)

(As of June 26, 2026)

Directors and Executive Officers

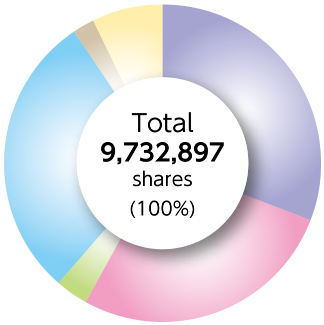
President	: Daisuke Yokota
Member of the Board Senior Managing Executive Officer	: Akira Shiina
Member of the Board Executive Officer	: Shigeya Fujita
Outside Director	: Takae Akatsuka
Outside Director (Audit Committee Member)	: Toshimasa Iue
Outside Director (Audit Committee Member)	: Masao Hisada
Outside Director (Audit Committee Member)	: Minoru Amoh
Director (Audit Committee Member)	: Shigeo Kutsuzawa

(As of March 31, 2026)

Stock Information

Total Number of Authorized Shares	: 62,400,000
Shares of Common Stock Issued	: 9,732,897
Number of Shareholders	: 2,821

■ Distribution of Shares by Shareholders



Individuals, others
3,006,245 (30.9%)

Financial institutions
2,663,531 (27.3%)

Other corporations
329,324 (3.4%)

Foreign corporations, etc.
2,821,753 (29.0%)

Securities firms
210,859 (2.2%)

Treasury stock
701,185 (7.2%)

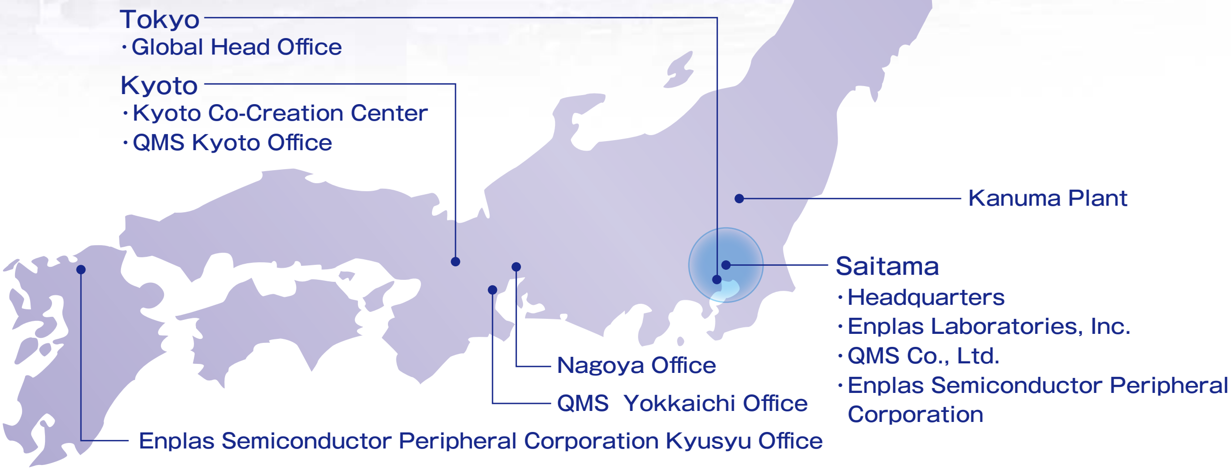
Memorandum for Shareholders

Fiscal year	: April 1 to March 31 of the year following
Annual general meeting of Shareholders	: June of each year
Shareholder registry Administrator	: Mizuho Trust & Banking Co., Ltd. 1-3-3 Marunouchi, Chiyoda-ku, Tokyo
Mailing address/contact information	: Stock Transfer Agency Department, Mizuho Trust & Banking Co., Ltd., 8-4 Izumi 2-chome, Suginami, Tokyo 168-8507, Japan Toll-free: 0120-288-324
Record date	: March 31 for voting at annual general meeting of shareholders
Method of public notice	: Electronic notification (https://www.enplas.co.jp/) If public notification by this method is not possible, the public notification will appear in the Nikkei newspaper. The balance sheet and the profit and loss statement are disclosed to the public in place of the mandatory financial statements via EDINET (https://disclosure2.edinet-fsa.go.jp/).
Stock Listing	: Tokyo Stock Exchange, Inc.,

Domestic Network

Global Head Office
9F, Shin-Marunouchi Center Building, 1-6-2 Marunouchi, Chiyoda-ku, Tokyo

Headquarters
2-30-1 Namiki, Kawaguchi City, Saitama




Headquarters


Kanuma Plant


Enplas Semiconductor Peripheral Corporation

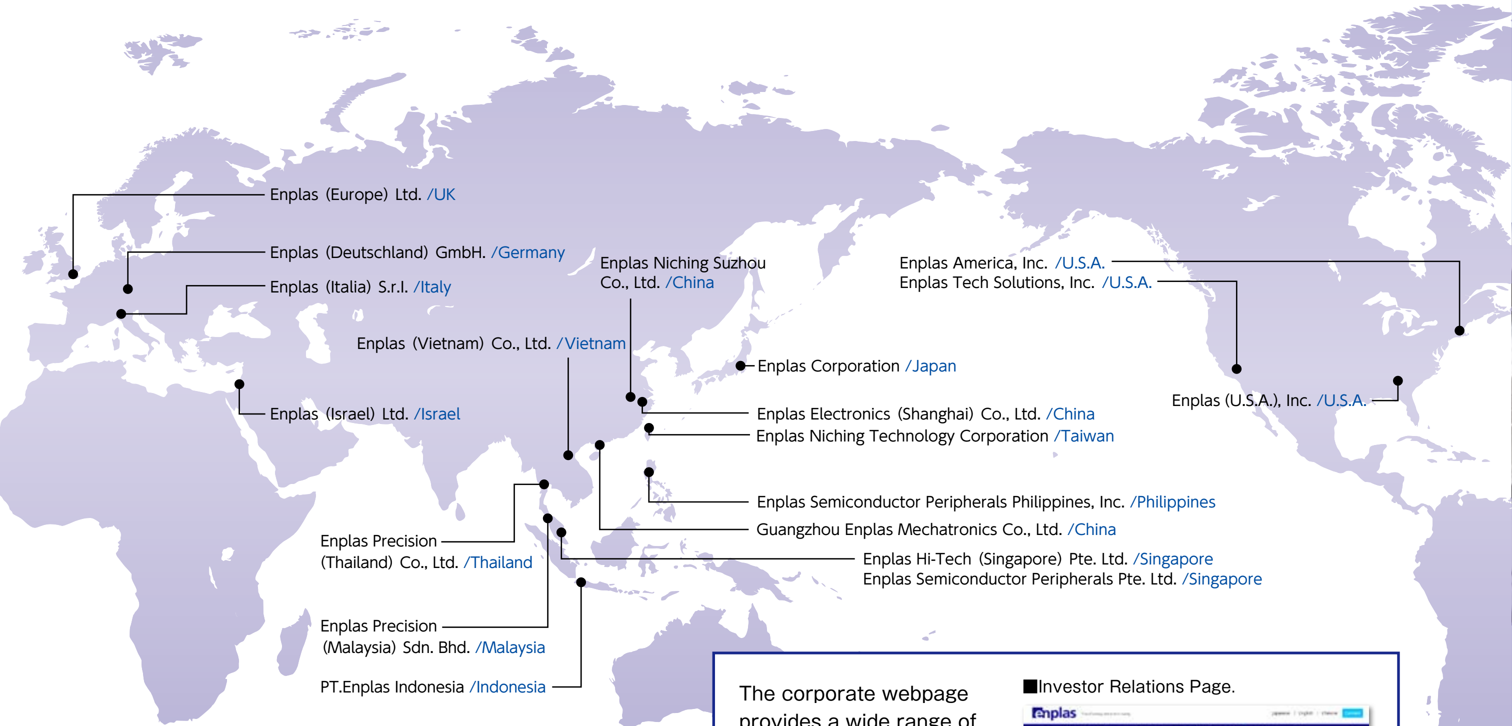

QMS Co., Ltd.


Enplas Laboratories, Inc.

Overseas Network

Global network based on customer trust and superior technology

The "Enplas" group is in business 24 hours a day through our global network with locations in Asia, North America and Europe. Through our global network, we build partnerships based on trust with top manufacturers in various industrial arenas from planning and development stages.



The corporate webpage provides a wide range of the latest information, including a corporate overview, business and financial information, and press releases. Please take a look at the corporate webpage.

➡https://www.enplas.co.jp/english/ir/

■Investor Relations Page.

Enplas Corporation

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

UD FONT

Easy to read universal design fonts that are used.