TMH
Technology Makes Happiness

FY ending Nov.2026 Supplementary materials for the first quarter consolidated financial results

Tokyo Stock Exchange Growth Market / Fukuoka Stock Exchange Q-Board: 280A
Prepared on Apr 15, 2026

Note : This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

To Our Shareholders

Mr. Taisuke Enami, President & CEO

The semiconductor market is experiencing remarkable growth, driven by technological innovations such as advancements in AI, quantum computing, and the Internet of Things (IoT). The market size is projected to reach one trillion dollars by 2030, underscoring its critical role as a cornerstone of the global economy and industrial development.
In this context, as semiconductor factories around the world continue operations and the cumulative amount of semiconductor manufacturing equipment increases, we believe that the semiconductor manufacturing aftermarket—our area of business—will also steadily expand.

Our company has contributed to the stable operation of semiconductor factories by supporting their supply chains through both engineering solutions and digital platforms. We are driven by a strong sense of mission to revitalize Japan's semiconductor industry—and, more broadly, Japanese manufacturing as a whole. We will continue to take on challenges so that the semiconductor industry can once again become a driving force behind Japan's industrial competitiveness on the global stage. We sincerely ask for your continued support and look forward to your ongoing interest in our efforts and growth.

AGENDA

01 **1Q performance highlights for the fiscal year ending November 2026**

02 Medium-term management plan summary*Published on January 14, 2026

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Executive summary 1Q: sales of 810 million yen, operating loss of 44.3 million yen. The plan for the current fiscal year is to focus on the second half, and the current progress is within the plan.

Many bids for used equipment are scheduled for the second half of the first half of the year. The buildup of order backlog is expected to occur from 2Q onwards, and results are expected to be biased towards the second half.

1Q results for the fiscal year ending November 2026

	Annual plan	1Q results	Progress rate	1Q / 2-4Q forecast
Sales	6,112 million yen	814 Million yen (Previous year's 1Q result: 2,305 million yen)	13%	1Q 13% / 2-4Q forecast 87%
Operating profit	367 million yen	▲44.3 Million yen (Previous year's 1Q result: 65.7 million yen)	-%	1Q -% / 2-4Q forecast 100%
Ordinary profit	369 million yen	▲44.9 Million yen (Previous year's 1Q result: 57.9 million yen)	-%	1Q -% / 2-4Q forecast 100%

■ Business progress outlook from 2Q onwards

・Used equipment sales, both domestically and internationally, are expanding the pool of new bidders, and orders for large-scale projects are expected to increase from the second half of Q2 onward.

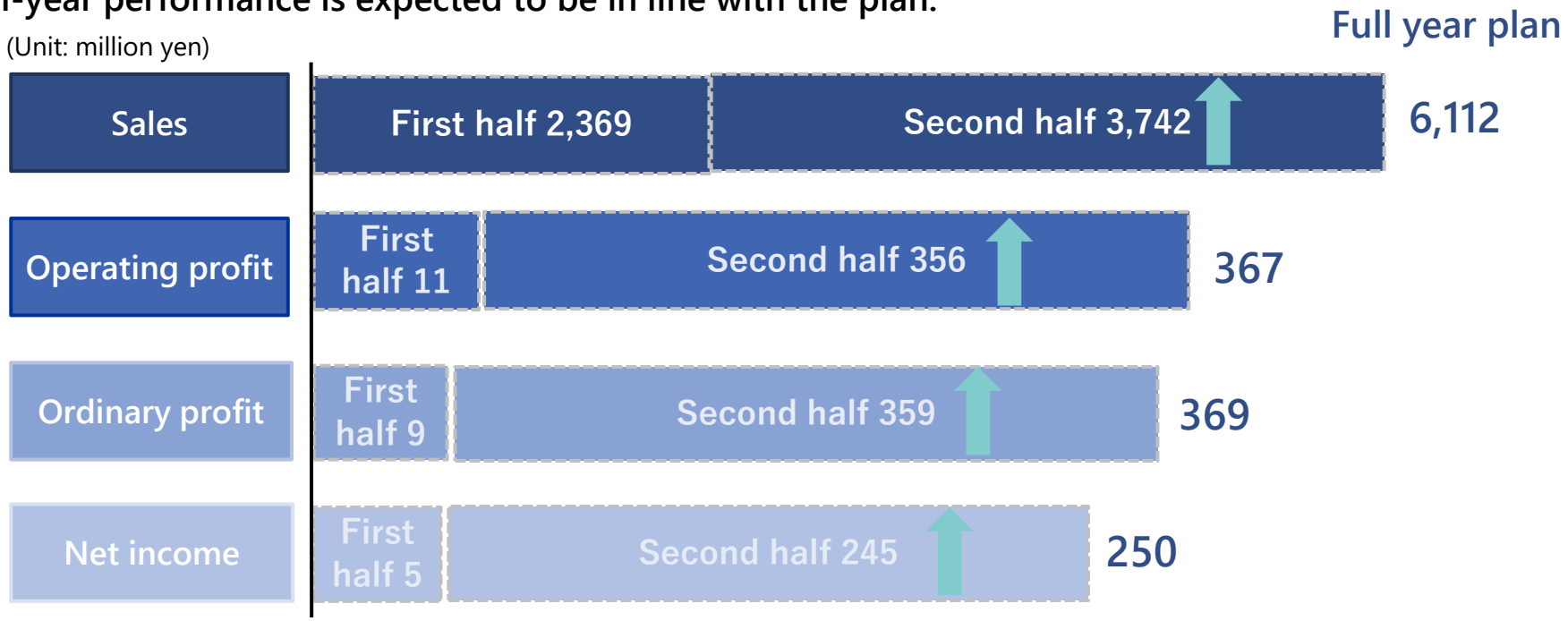
・Parts sales/repairs and field engineering services will be expanded by strengthening recruitment.

・For M&A, we will strengthen new sourcing by adding specialized human resources while pursuing multiple potential projects in parallel.

*Since 2025 2Q and earlier are not consolidated, non-consolidated figures are listed for reference.

Current fiscal year plans for the first half and second half

Compared to the full-year plan, both sales and profits got off to a slow start in the first half. However, as used equipment sales are concentrated in the second half, full-year performance is expected to be in line with the plan.



Sales: Expected to increase in the second half, driven by more used equipment bids and growth in parts and repair services from Q2 onward due to personnel system enhancements.

Operating Profit: First-half profit was impacted by higher recruitment agency expenses for future growth; expected to increase in the second half with sales expansion.

Ordinary Profit: No significant changes in non-operating items; expected to move in line with operating profit.

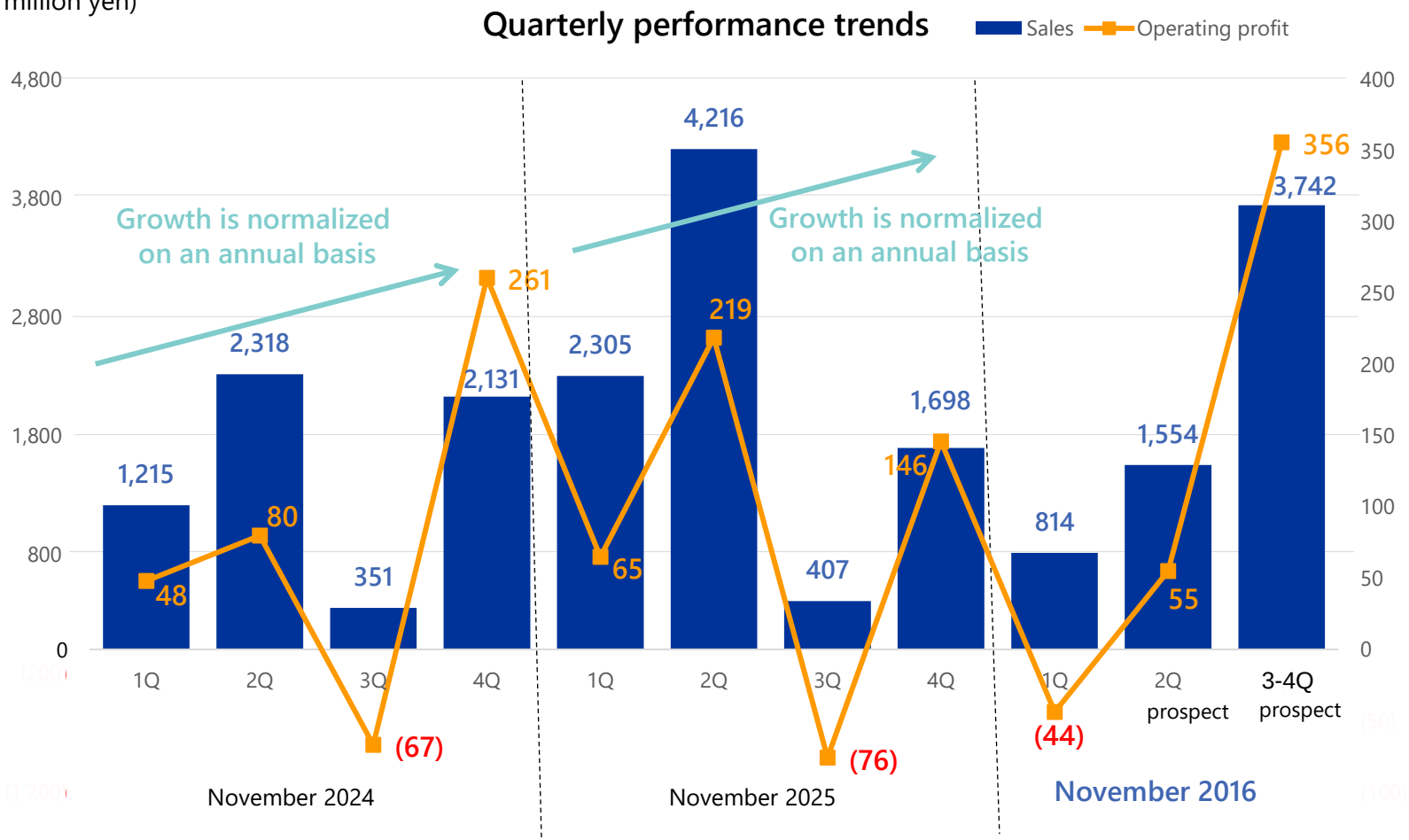
Net Income: Tax burden is limited in the first half due to low profit levels, and increases in the second half as profits grow.

Performance volatility

Sales and profits fluctuate quarterly but remain stable annually.

In the equipment sales business, the unit sales price per project is large, and sales are uneven. Sales and profits tend not to level out on a quarterly basis due to the increasing proportion of sales in the equipment sales business (approximately 86%)

(Unit: million yen)



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1Q Business Topics:
Strengthening global sales and technological capabilities

Plans to establish a subsidiary in China for the purpose of further strengthening sales and growth

Overview

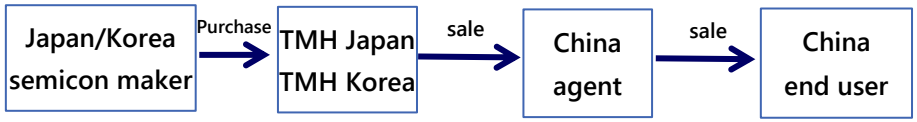
■ **Planning to establish a subsidiary in China (Shanghai)** ((scheduled for June 2026)
・Multiple Chinese employees will be stationed locally

■ **Aim of establishing a corporation**
① Strengthen customer relationships
・Direct transactions with end users, building local networks and hotlines
Through this, we aim to improve profit margins, strengthen our competitive advantage in the Chinese market, and strengthen our ability to collect funds.
②Building new business
・In the future, we will also consider manufacturing, processing, and selling semiconductor-related materials/parts locally.

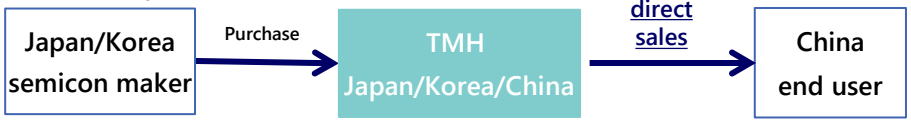
① Strengthen customer relationships

Direct sales to end users without going through intermediaries

<Before establishment of Chinese corporation>

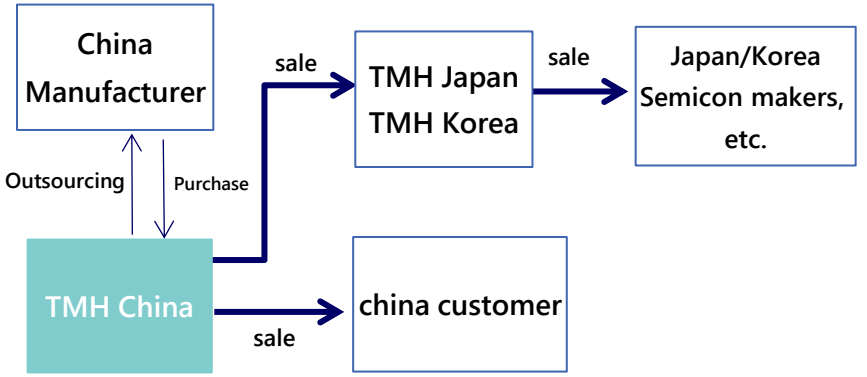


<After establishment of Chinese corporation>



②Building new business

Utilizing China's subsidies and production system/base, sell to Japan etc, strengthen your supply chain



KPI (business)

Although each index decreased YoY in 1Q, performance is expected to recover for the full year due to the accumulation of orders.

Although the order backlog has decreased YoY, multiple bidding projects are planned for 2Q and beyond in both Japan and South Korea.
We are steadily accumulating projects that will contribute to the current fiscal year's results, and we expect orders to increase.

(Unit: million yen)

KPI		FY2025 Q1 end※	FY2026 Q1 end	YoY change
Forward-looking performance indicators	Total Order Backlog of Equipment Sales & Services	4,324	1,095	-75%
Historical performance indicators (cumulative)	(Cross-border E-commerce Platform) Revenue of Parts Sales & Repair Services	247	211	-15%
	(Engineering) Revenue of Equipment Sales & Services	2,057	603	-71%
Productivity indicators (revenue and net profit are shown on a cumulative basis)	Revenue per Employee	59	17	-71%
	Net Profit per Employee	1.0	▲0.6	–

*Since 2025 1Q is not consolidated, non-consolidated figures are listed for reference.

Order backlog refers to the total amount of future revenue expected from order contracts.
In other words, the buildup of order backlogs is expected to contribute to future performance.

Consolidated balance sheet

Adjusted equity ratio excluding advances received is 60.2%, maintaining high financial stability

(Unit: million yen)

Assets section

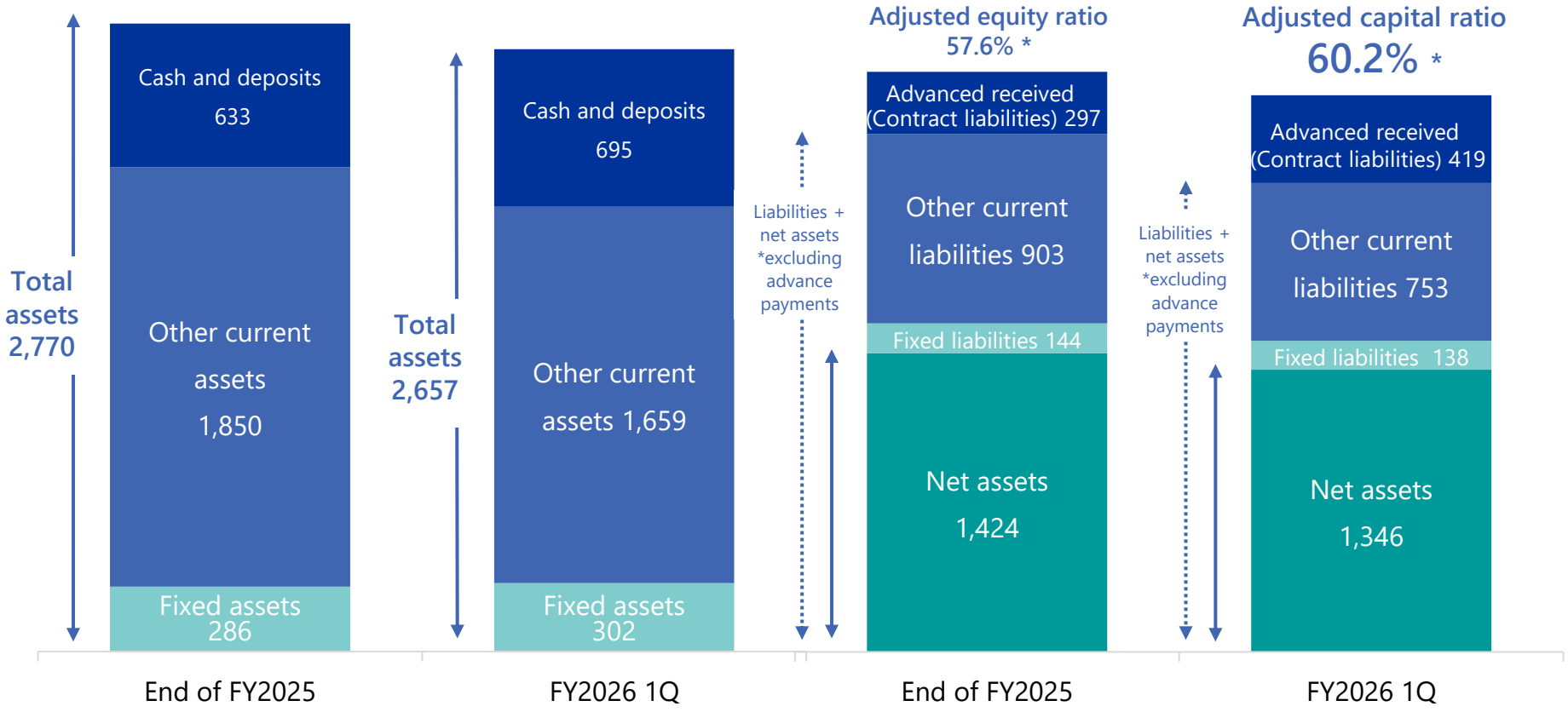
Cash and deposits: Increased due to receipt of advance payments

Other current assets: collection of accounts receivable, decrease in inventory due to sales

Liabilities/Net Assets

Advance payments (contract liability): Increased due to orders for equipment projects

Net assets: Decrease due to acquisition of treasury stock and quarterly net loss



*Equity ratio after deducting advances received (contract debt)

Positioning of FY2026 from a Mid- to Long-Term Perspective

FY2026 is a"run-up period toward the next growth stage."

While responding to short-term market fluctuations, we will make strategic investments with a view to mid- to long-term expansion.

		FY2026	medium to long term
Existing business	**Equipment sales business cycle** Temporary adjustment phase due to uncertain factors.	△ landing	○
	Growth of EC platform Continuous high growth (CAGR over +20%)	○ Continued growth	○

We will invest to support mid- to long-term growth while managing the impact of short-term industry cycles.

New development	**equipment agency business** We will work on starting agency business with semiconductor manufacturing equipment manufacturers and expanding platforms such as SEMICON.TODAY. Although the impact on business performance in FY2026 will be limited, it is already on track to become a pillar of the business and will become an important growth driver in the medium to long term.	○ Launch	◎
	Overseas expansion As overseas expansion accelerates, initial investment costs will be incurred in advance.	○ Upfront investment	◎
	M&A growth Setting up a project team for M&A strategy, starting from FY2026, expenses related to the consideration phase, such as expert fees, will be incurred in advance	△～○ Upfront investment	◎

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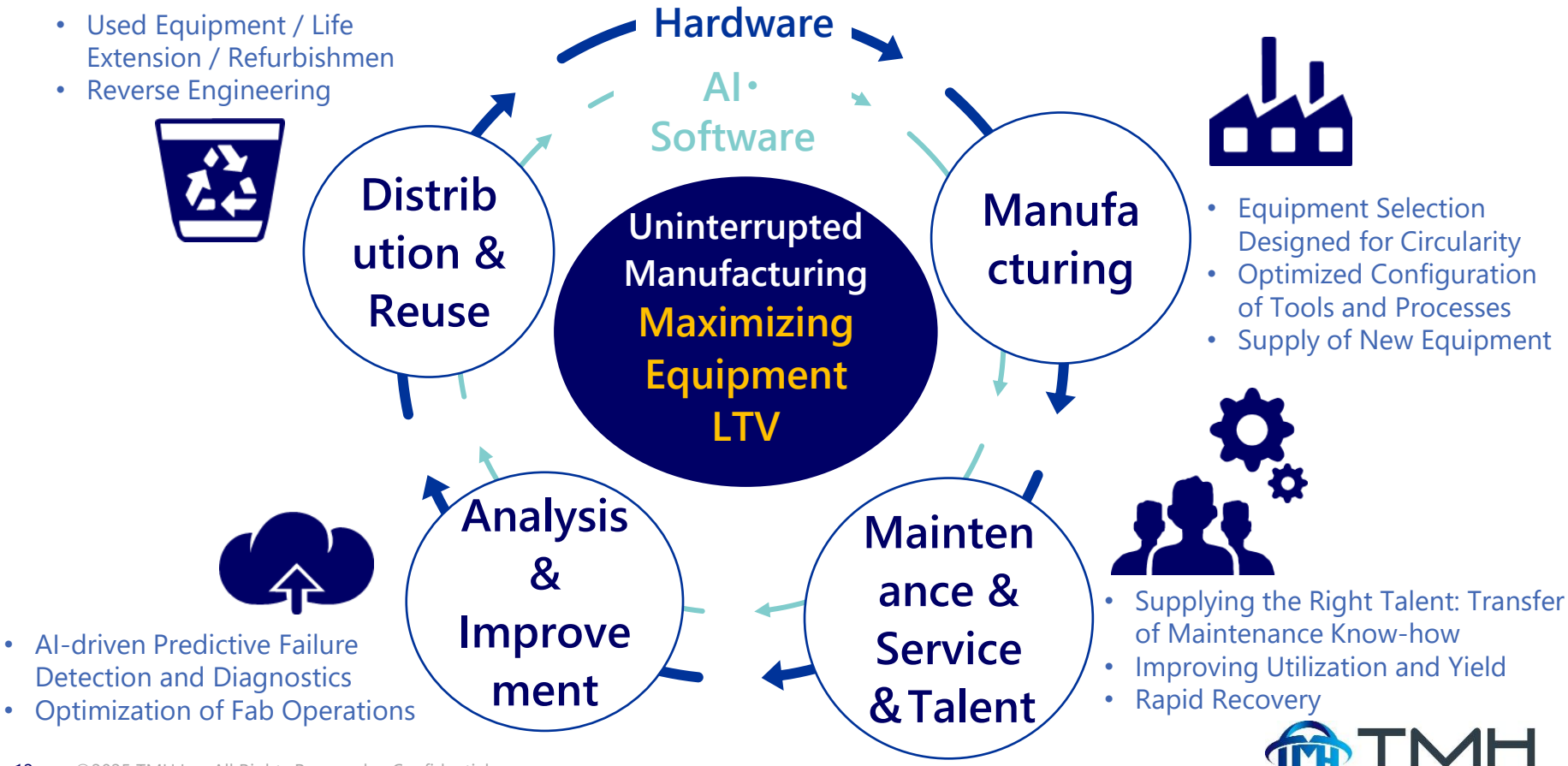
Our Vision for the Future Semiconductor Manufacturing Supply Chain
A shift toward a model that prioritizes a highly efficient supply chain built on a "circular" business premise.

- In a society with increasing uncertainty—such as resource depletion and geopolitical conflicts and fragmentation—circular design will become essential to enable **"uninterrupted manufacturing."**
- Prevent downtime through predictive maintenance. Deliver value beyond equipment uptime, including utilization, yield, and workforce retention. Shift from a new-build model to a "circular" model

Circular Design



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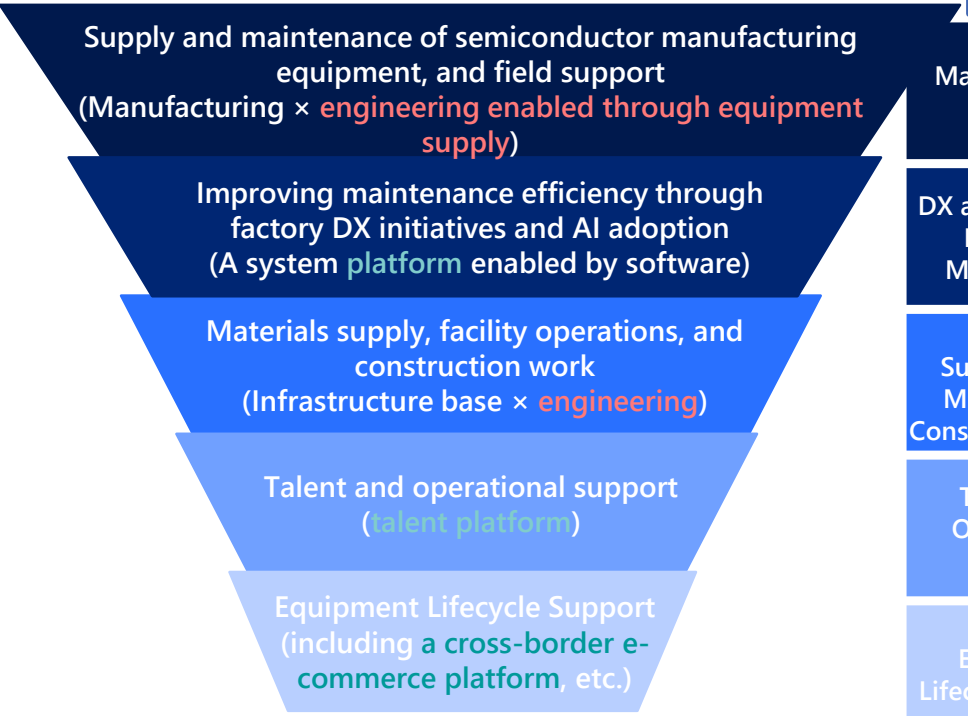
Mid- to Long-Term Target: Vision 1000

We aim to grow into a company with net sales of approximately JPY 100 billion over the mid to long term.

TMH will evolve from providing equipment lifecycle support focused on after-sales service into a "Semiconductor Manufacturing Integrator" that delivers end-to-end support for semiconductor manufacturing through a platform powered by mechanisms and systems.

Vision1000



Toward a Semiconductor Manufacturing Integrator
Solving a wide range of fab challenges through
engineering×platforms

Manufacturing Services	Service: Contract operations for end-to-end fab management, productivity improvement, and cost optimization (contracted services) Revenue model: Comprehensive fab operations agreements and a high value-added model
DX and AI-Driven Predictive Maintenance	Service: Upgrade and modernize legacy fab systems by driving DX initiatives and leveraging AI. Revenue model: SaaS model, enabling higher profitability through software margins.
Materials SupplyFacility Management Construction Work	Service: Ensure stable operation of chemical and gas supply; manage fab infrastructure such as ultra-pure water, HVAC, and waste treatment; and perform construction work. Revenue model: Recurring (stock-based) revenue plus a high-margin profile.
Talent and Operational Support	Service: Talent platform services and engineer education/training programs. Revenue model: Recurring contracts (quasi-recurring / semi-stock model).
Equipment Lifecycle Support	Service: Parts sales and repair services using cross-border e-commerce; equipment sales leveraging engineering capabilities; and other ancillary engineering services. Revenue model: Includes one-off transactions, with certain components structured as quasi-recurring revenue.

Filling the whitespace (gaps) is essential to meeting the requirements for continuous fab operations.

Enabling "Uninterrupted Manufacturing"

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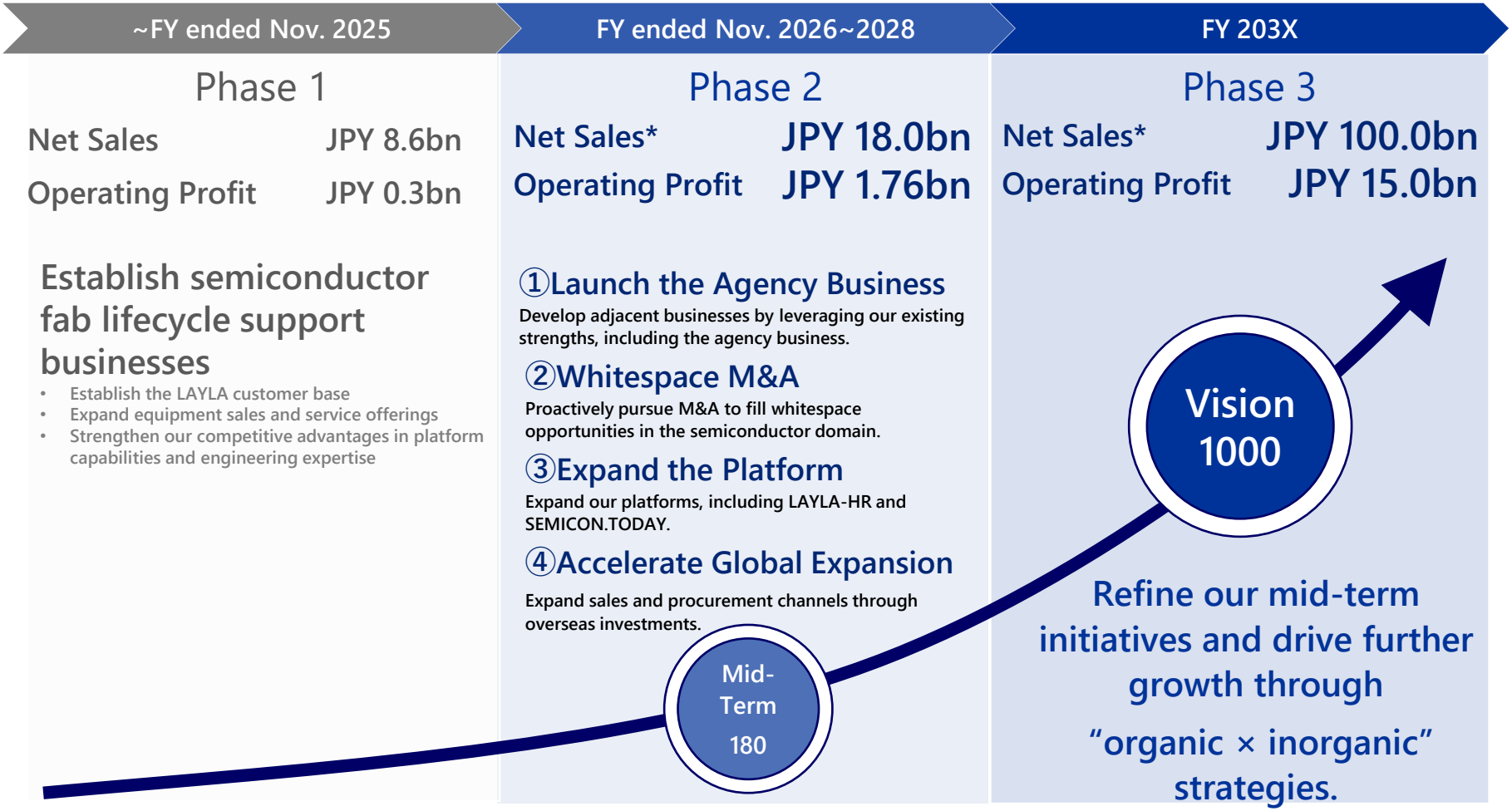
Vision 1000 Roadmap

From an after-sales service company to a “Semiconductor Manufacturing Integrator” — the roadmap to JPY 100 billion in net sales.

We will accelerate organic growth while pursuing initiatives for inorganic growth to achieve Vision 1000.



*Net sales are presented as gross merchandise value (GMV).

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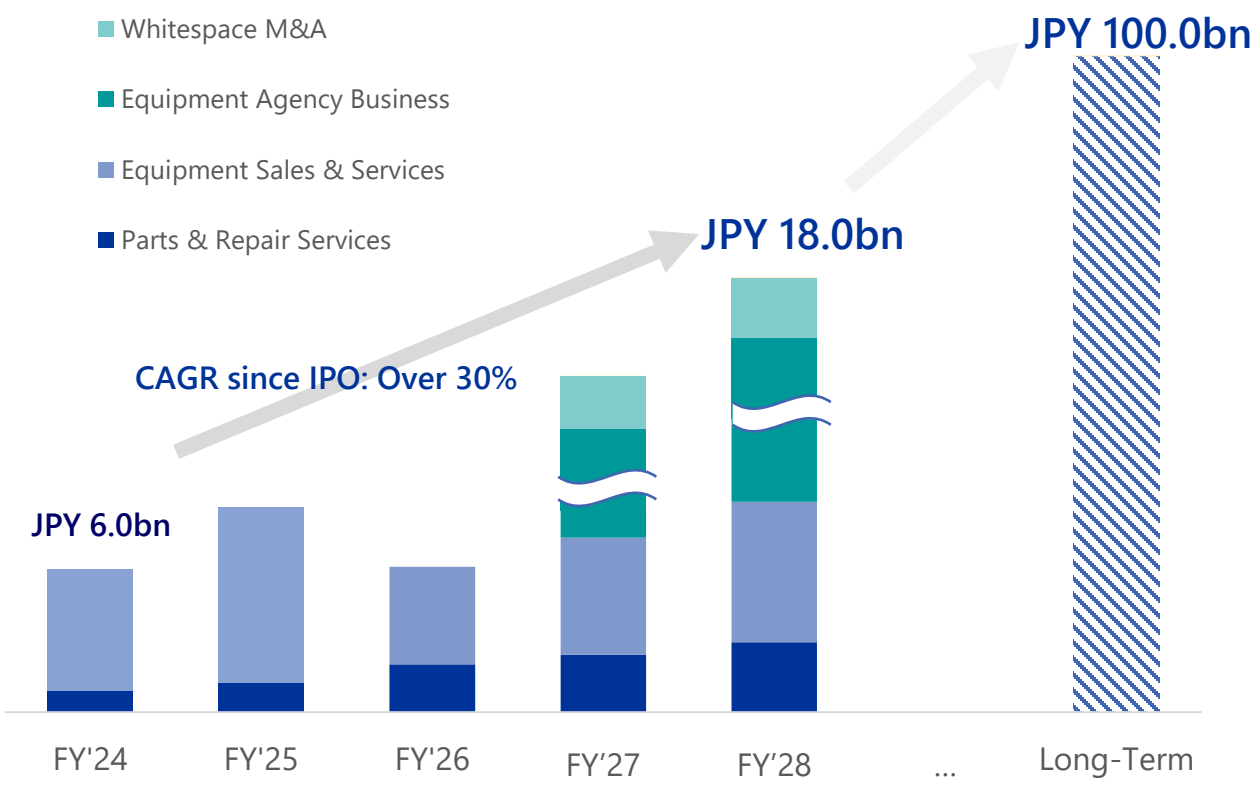
Mid- to Long-Term Growth Outlook (Net Sales)

Expand our portfolio through the agency business and M&A, and aim to grow net sales to JPY 100 billion over the mid to long term.

- Over the mid to long term, we will add **the agency business and whitespace M&A** as growth drivers to accelerate further growth.
- In semiconductor equipment, an agent is not merely an intermediary; it serves as the equipment maker's "local face" in the domestic market.By leveraging and strengthening our platform capabilities and engineering expertise, we will create synergies with our existing businesses.

Net Sales (GMV) Trend



Whitespace M&A

We initiated M&A initiatives in the current fiscal year and are making progress toward execution during this mid-term plan period, which is expected to further lift our mid- to long-term top line.

Agency Business

Entered into an exclusive agency agreement with a Korean equipment manufacturer for distribution in Japan.We have already received concrete inquiries expected to convert into FY2027 sales, with a high likelihood of orders for systems priced at JPY 0.3bn+ per unit, totaling several to dozens of units annually.

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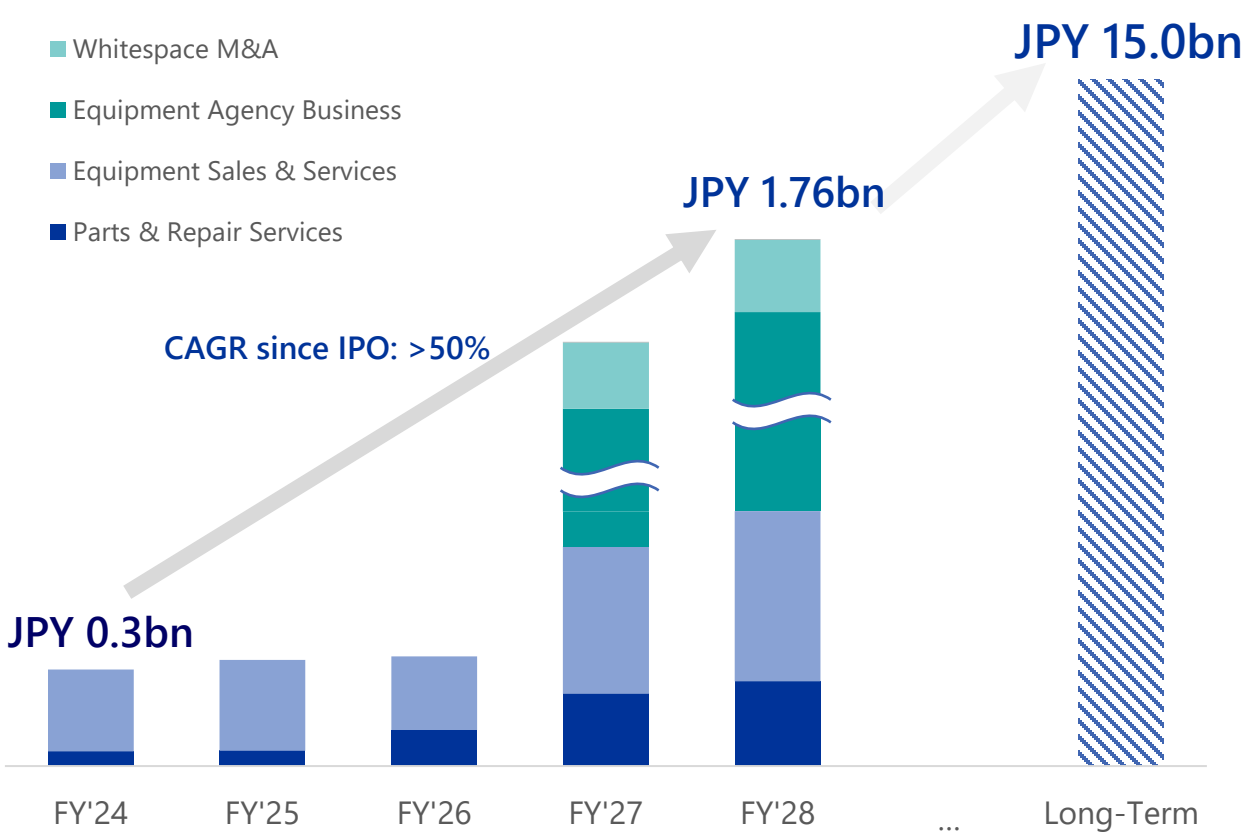
Mid- to Long-Term Growth Outlook (Operating Profit)

Through growth in high-margin businesses and an evolution of our earnings structure, we aim to achieve operating profit of JPY 15.0bn.

- We will add the equipment agency business and whitespace M&A as growth drivers to accelerate further growth.
- Driven by growth in the high-margin agency business and a lower fixed-cost ratio as sales expand, **we expect operating profit CAGR since IPO to exceed 50%.**

Operating Profit



High profit efficiency of equipment agency business

Higher profit margins can be secured compared to the existing equipment sales business, and further profit expansion is expected.

Increased revenue leverage effect

Expand profits due to significant increase in sales and reduction in fixed cost ratio

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FY2026 Plan and Mid-Term Plan

We will secure profit growth in FY2026 and aim for a step-change expansion to operating profit of JPY 1.76bn by FY2028.

- Due to uncertainties in equipment sales services, we expect revenue to decline in FY2026; however, we forecast higher profit driven by high-margin projects and e-commerce growth.
- Over the mid term, expansion of the agency business and whitespace M&A, together with related synergies, is expected to result in **operating profit of JPY 1.76bn.**

(Unit: Million yen)	FY2025 Actuals	FY2026 Plan	FY2027 Plan	FY2028 Plan	FY2028 vs. FY2025 (YoY Change, %)
Net Sales	8,628	6,112	10,336	**12,805**	+4,176 (+48.4%)
Net Sales (Gross Merchandise Value (GMV))*	8,628	6,112	14,153	**18,291**	+9,662 (+112.0%)
Gross Profit	970	1,002	2,967	**3,457**	+2,486 (+256.3%)
(Gross Profit Margin)	11.2%	16.4%	28.7%	**27.0%**	+15.8pt
Operating Profit	355	367	1,421	**1,767**	+1,411 (+396.9%)
(Operating Profit Margin)	4.1%	6.0%	13.8%	**13.8%**	+9.7pt

*For the equipment agency business, figures assume gross presentation for transactions that are netted in the financial statements (net sales and cost of sales).

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Appendix

Our Philosophy

TMH Technology Makes Happiness

TMH is derived from the initials of
"**T**echnology **M**akes **H**appiness."

MISSION

Create a prosperous society through advanced technologies.

VISION

Continuously deliver the highest value.

Corporate Profile

Company Name	TMH Inc.
President & CEO	Taisuke Enami
Head Office	3-14-6 Shimogorikita, Oita City, Oita Prefecture, Japan
Established	March 9, 2012
Number of Employees	46 (as of the end of Feb 2026)
Capital	299.09 million yen (as of the end of Feb 2026)
Business Description	Semiconductor Manufacturing Field Solutions (Sales and repair of equipment and components, operation of cross-border e-commerce site LAYLA-EC)
Offices	Oita Head Office, Chubu Branch(Mie),Kanto Branch(Tokyo),Tohoku Sales Office(Iwate),Kyushu Branch (Kumamoto)
overseas subsidiary	TMH Korea(Pyeongtaek, South Korea)

Network: 5 sites in Japan and South Korea

Management Team

Our management team consists of experts in semiconductors and supply chains, formed to address the shortage of specialists in semiconductor manufacturing equipment.

榎並大輔　Taisuke Enami
President & CEO

After graduating from Waseda University, he joined Toshiba Corporation. While at Toshiba, he recognized challenges in supplier management and decided to start his own business. Since founding the company, he has achieved continuous revenue growth. In 2020, he was selected by Oita Prefecture as a regional leading entrepreneur.

香月賢一　Kenichi Katsuki
CPO

After joining Toshiba Corporation, he engaged in purchasing and procurement for over 20 years. In 2012, he was assigned to the centralized components procurement department at Toshiba's headquarters, where he achieved cost reductions and improvements totaling several billion yen annually. He joined TMH in 2016.

関真希　Maki Seki
CFO

He worked on business transformation at a major operating company and Deloitte Tohmatsu Consulting.
He was involved in numerous projects from a supply chain perspective, including global cost structure visualization and M&A. He joined TMH in 2015.

野木村修　Osamu Nogimura
Outside Director

After graduating from Nagoya University, he joined Hitachi, Ltd.
He served as General Manager of the Production Headquarters at Renesas Technology, Executive Officer and General Manager of the Production Headquarters at Renesas Electronics and President & CEO of Renesas Semiconductor Package & Test Solutions.
He has consistently worked in the semiconductor manufacturing sector throughout his career.

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History

LAYLA platform has continued to grow since its establishment due to expansion of equipment sales business.

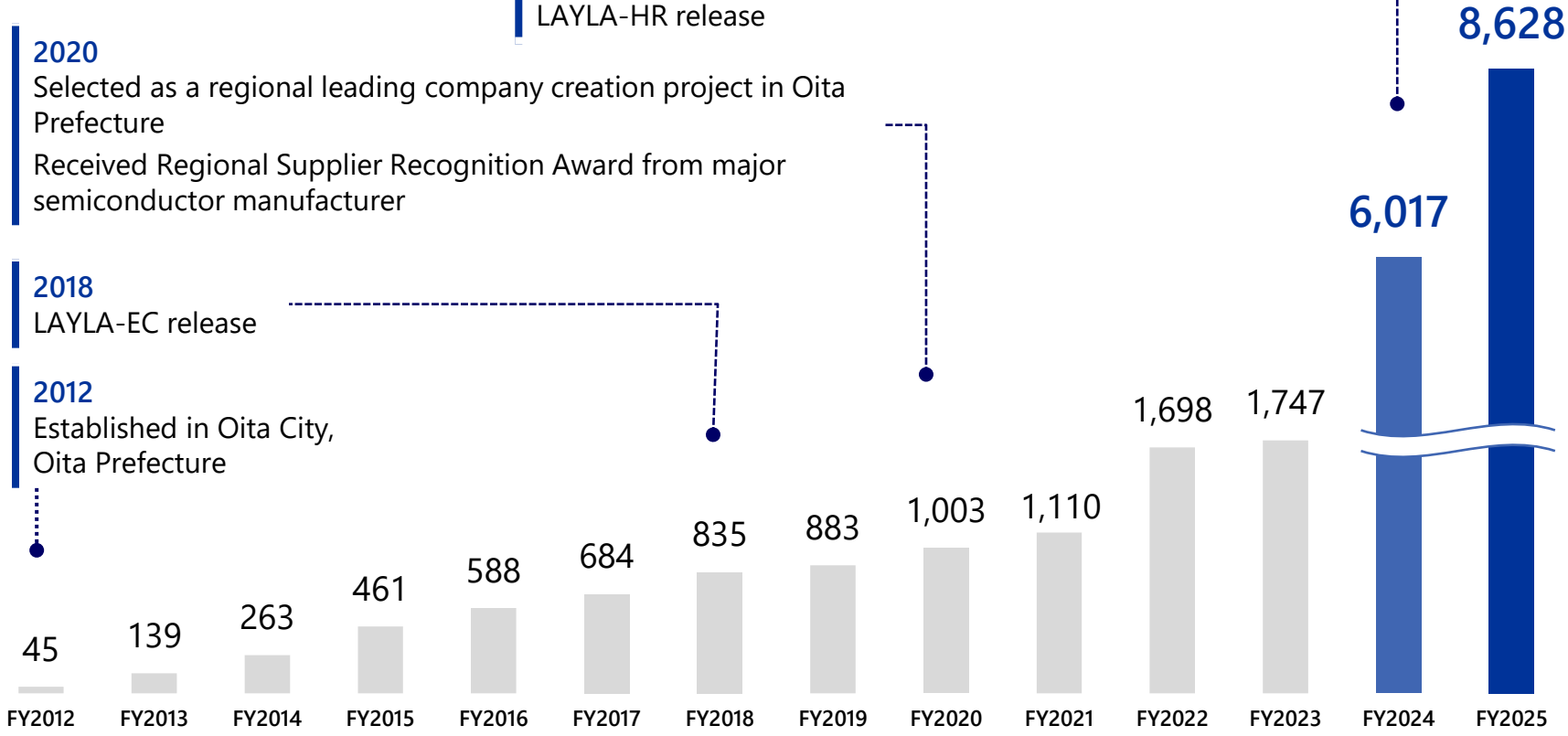
2025
SEMICON.TODAY release
Established TMH KOREA Inc., the group's first local subsidiary in South Korea.

2024
Listed on Tokyo Stock Exchange Growth Market/Fukuoka Stock Exchange Q-Board
LAYLA-HR release

2020
Selected as a regional leading company creation project in Oita Prefecture
Received Regional Supplier Recognition Award from major semiconductor manufacturer

2018
LAYLA-EC release

2012
Established in Oita City, Oita Prefecture



Sales trends (unit: million yen)

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Company Introduction

A leading company providing diverse support for the operation of semiconductor fabs within the semiconductor industry.

TMH
Technology Makes Happiness

A leading company dedicated to solving the diverse social challenges confronting the semiconductor industry.

Business area	Value Provided	Features
Massive Semiconductor Industry	Extension of Semiconductor Manufacturing Equipment Lifespan Reduction of Maintenance Costs	Niche market leader with strong growth

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Why Our Company Is Needed

Aging semiconductor fabs are burdened with a wide range of supply chain issues.

Procurement Challenges

- Many semiconductor factories in Japan are facing **aging and obsolescence** issues, with a high dependency on **legacy manufacturing equipment**. This has made it **increasingly difficult to procure necessary parts.**
- The procurement of parts for legacy semiconductor manufacturing equipment heavily relies on individual know-how and manual processes, **reflecting a significant lag in digital transformation.**

Manufacturing Challenges

- Due to the rapid increase in demand driven by IoT (Internet of Things), the demand **for legacy equipment continues steadily.**
- The prolonged downturn in the domestic semiconductor market has **led to a shortage of engineering talent.**
- In legacy semiconductor factories, **maintenance operations have become highly dependent on individual expertise**, leading to equipment failures that result in quality issues and significant delivery delays.

Logistics Challenges

- The habitual **storage of legacy equipment** purchased for parts retrieval is **constraining production space.**

Our Vision for the Future

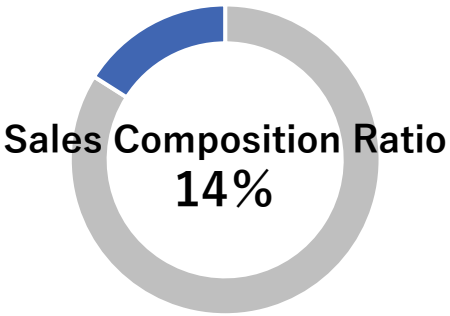
We aim to resolve the diverse challenges in semiconductor manufacturing and support the revitalization of Japanese manufacturing.

Business Overview – Semiconductor Manufacturing Field Solutions - We provide total solutions to support the stable operation of semiconductor manufacturing facilities.

Providing Total Solution Services for Semiconductor Manufacturing Facilities

1 Provision of Parts Sales and Repair Services via Cross-Border E-Commerce Platforms

Utilizing the platform for global trading of semiconductor manufacturing equipment and parts

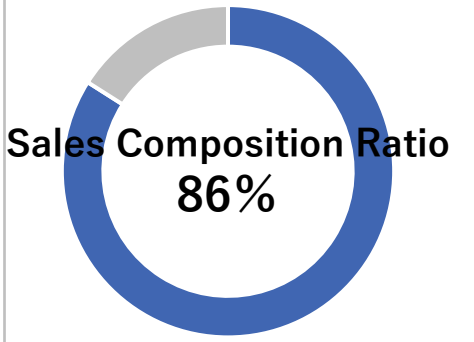


【Services Provided】
- ✓ Supply of rare parts
- ✓ Provision of a wide range of repair services

【Achievements】
- ✓ Over 200 high-quality global suppliers (offering diverse maintenance and parts supply)
- ✓ More than 394k items available, adopted by over 50% of domestic semiconductor factories

2 Equipment sales services leveraging engineering capabilities

Equipment dismantling, relocation, removal, process tuning, and startup services are provided.



【Services Provided】
- ✓ Providing end-to-end services from dismantling to removal of specialized equipment
- ✓ Yield improvement through process tuning of legacy equipment

【Achievements】
- ✓ Received supplier award from a major U.S. semiconductor manufacturer
- ✓ Proven track record and reliability (over 100 semiconductor manufacturing equipment transactions)

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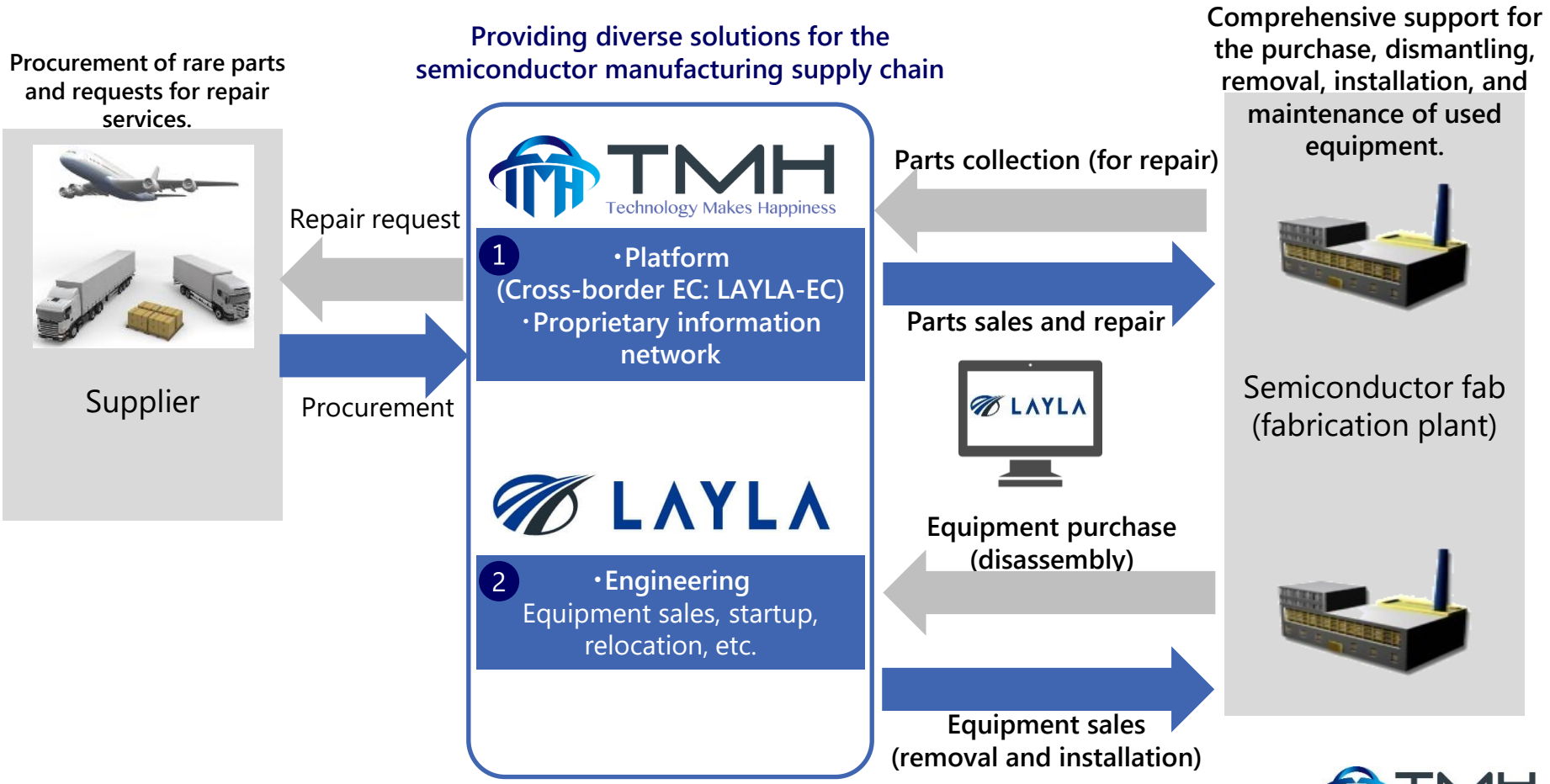
Business Flow

By integrating the EC platform with engineering, we support the sustainable operation of semiconductor fabs.

- Collaborating with engineering companies and suppliers worldwide, we provide a broad range of solutions to address customer challenges, including parts repair and sales, yield improvement, and the purchase of surplus equipment and parts.
- LAYLA aggregates global equipment and parts data to streamline the procurement process, contributing to the efficient operation and sustainability of semiconductor manufacturing equipment in fabs.

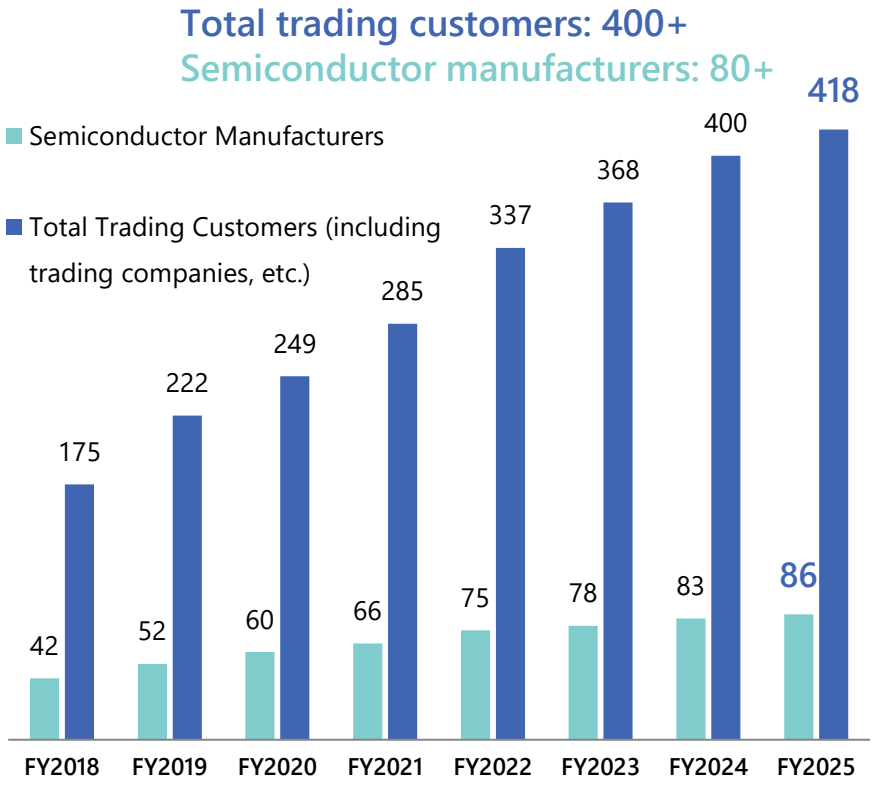


Customers

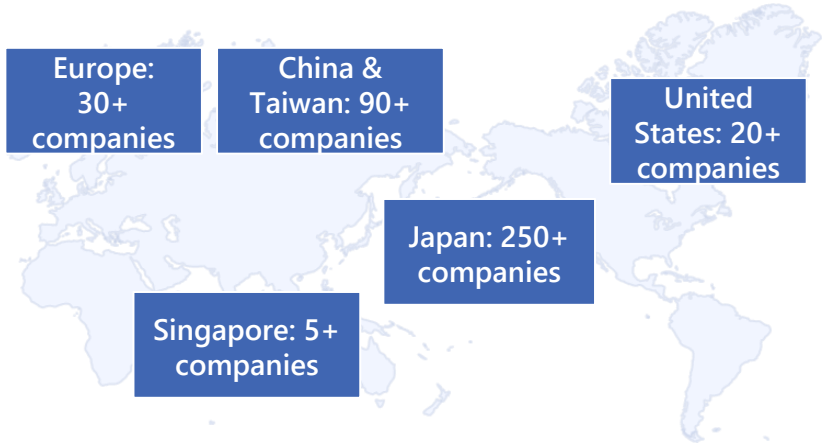
Leveraging strong sourcing capabilities via our cross-border e-commerce site, we are expanding direct transactions with domestic semiconductor manufacturers.

- We have opened direct trading accounts with nearly all semiconductor manufacturers in Japan.
- Among our customers, semiconductor manufacturers account for 80+ sites. Including other customers, total trading customers exceed 300 companies.
- With the expansion of LAYLA-EC, transactions with overseas semiconductor manufacturers are also increasing.

Customer Count Trend



Client Map by Country/Region



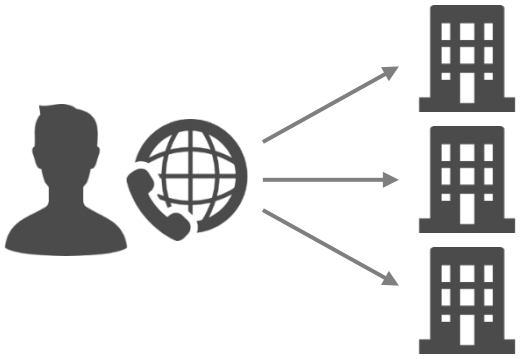
Major Customers / Track Record

- Kioxia
- Texas Instruments
- Sony Semiconductor Manufacturing
- Renesas Electronics
- SUMCO Group
- Toshiba Group
- LAPIS Semiconductor, etc.

The Value Provided by LAYLA
A Platform That Visualizes Global Real-Time Inventory

- We provide a platform that enables visibility into actual inventory—something that was difficult to achieve with conventional procurement methods—**streamlining the procurement of semiconductor manufacturing equipment.**

Traditional procurement methods

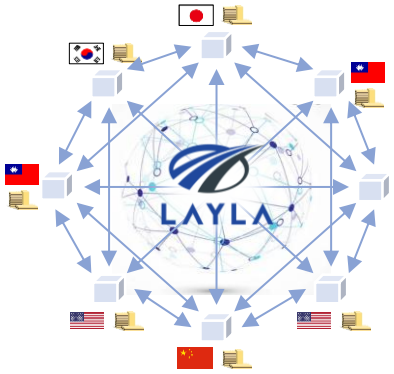


- Buyers must contact each supplier individually to obtain necessary information, which limits access to timely and comprehensive data.
- Traditional procurement methods are time-consuming and costly, often delaying delivery.
- Limited procurement channels force companies to build their own sourcing networks.

Procuring parts for aging manufacturing equipment is becoming increasingly difficult.

LAYLA

Over 394k items available



Centralized access to globally dispersed components.

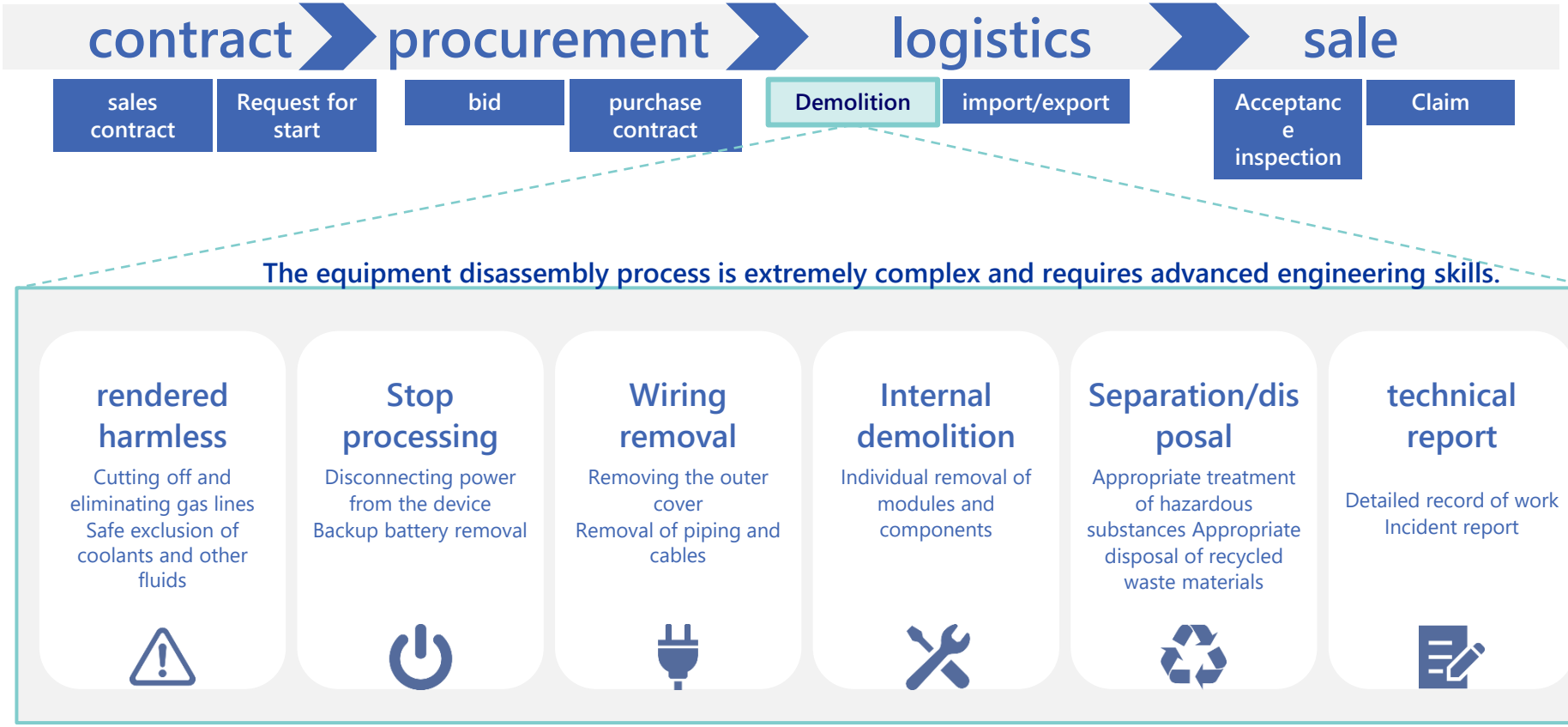
- **24/7 access to actual inventory data.**
- Real-time visibility into inventory price, lead time, warranty period, and product condition.
- TMH serves as the official sales interface, offering buyers a secure and reliable purchasing experience.

Contributing to the digital transformation (DX) of semiconductor factories

Business flow: Equipment buying and selling process Our company has the disassembly work know-how that is a prerequisite for equipment buying and selling, which accelerates sales.

- In-house the disassembly process, which is the most important step in equipment sales.

Achieving fast and reliable transactions through advanced engineering capabilities.



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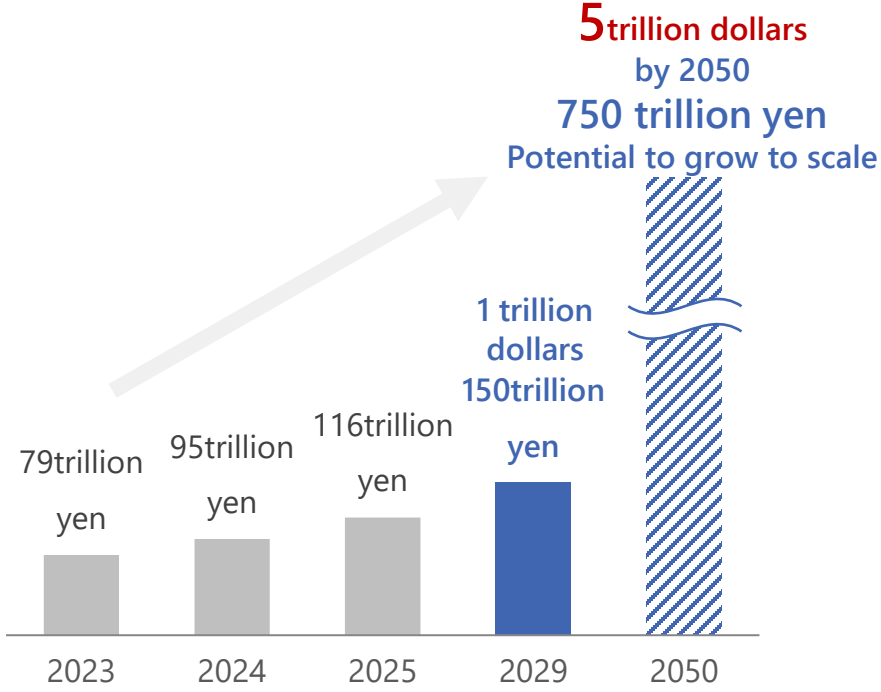
Global semiconductor market size
Further increase in market potential exceeding the 150 trillion yen forecast will support our growth strategy.

- The global semiconductor market is driven by investments related to AI demand,Expected to rapidly expand to 150 trillion yen ($1 trillion) by 2029 .In the long term, it has the potential to grow to 750 trillion yen ($5 trillion) by 2050.
- The semiconductor manufacturing equipment market, which we see as a medium- to long-term target market, is also steadily expanding.

Global semiconductor market forecast

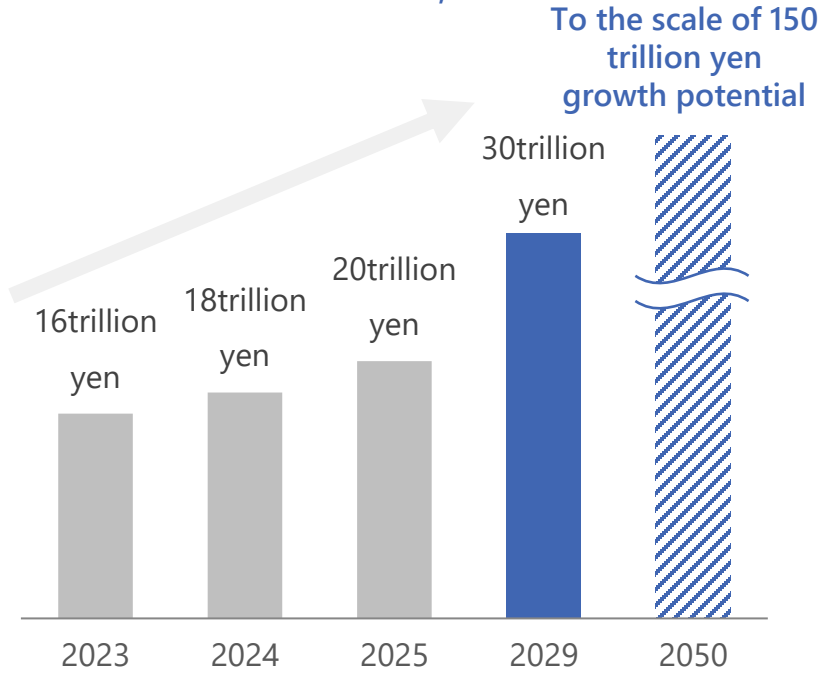
Data center investment is leading the way in relation to AI
Expected to increase by 26% from the previous year in 2026



Source:
WSTS Japan Council "WSTS 2025 Fall Semiconductor Market Forecast"
Tokyo Electron Corporation Corporate Site "The Future of the Semiconductor Industry and its People"
*After converting to Japanese yen at 150 yen/USD

Global semiconductor manufacturing equipment market forecast

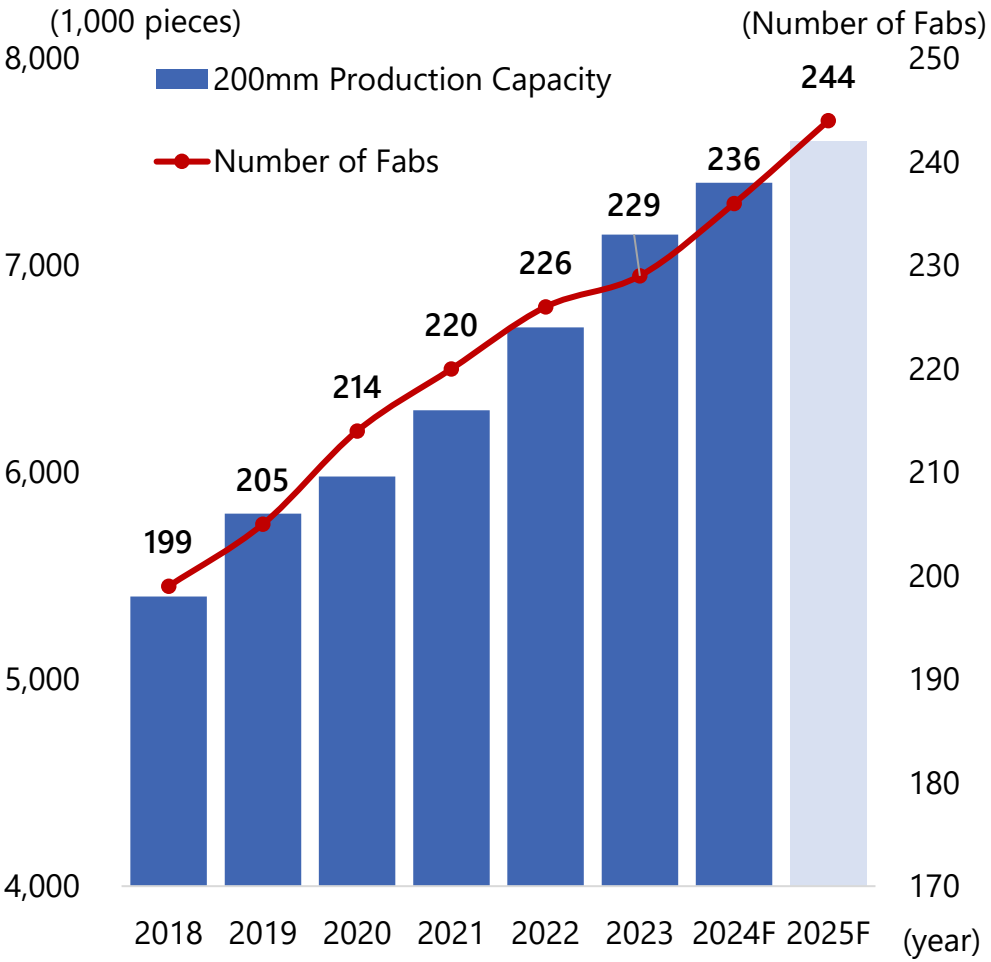
Expected to expand mainly in advanced manufacturing equipment due to increased demand for high-performance semiconductors, etc.



Source: Estimated based on SEMI "World Semiconductor Manufacturing Equipment Market Forecast Announcement at the End of 2025".
Calculated assuming that the growth rate of the entire semiconductor market will remain at the same level in 2050.
*After converting to Japanese yen at 150 yen/USD

Strong demand for legacy semiconductors Due to the shortage of semiconductors, the production capacity of 200mm factories will rapidly grow, and legacy semiconductors are the mainstay of even cutting-edge companies.

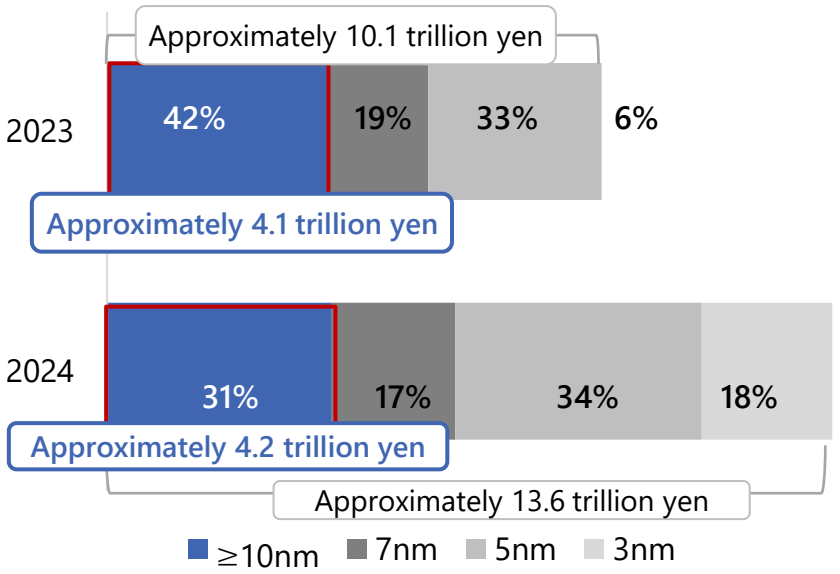
Number of 200mm wafer fabs and production capacity trends



Source: SEMI, published on September 25, 2024, "Production capacity trends in 200mm semiconductor front-end fabs around the world"

TSMC's sales composition by process

The market for 10 nanometers and above is still huge



2023: 1NTD = 4.68 yen, 2024: 1NTD = 4.73 yen Calculate sales in Japanese yen at the exchange rate

2023: Sales: Approximately 2.1 trillion NTD
2024: Sales: Approximately 2,894.3 billion NTD

Source: 2023 and 2024 full-year results prepared by the Company based on TSMC disclosed materials

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Importance of old semiconductor manufacturing equipment in the global market Demand is high not only for "cutting-edge equipment" but also for "old equipment" that can be adapted to a variety of uses.

- While investment in cutting-edge factories is active, demand for older semiconductors remains high.

Maintenance of old semiconductor manufacturing equipment is as important as the development of cutting-edge semiconductors.

	Market current situation	investment trends
cutting edge	Against the backdrop of strong demand related to generative AI, data centers and Demand for high-performance cutting-edge semiconductors such as smartphones is extremely high.	In Japan, trillions of yen worth of investments are progressing through public-private cooperation, including TSMC-related investments and the development of miniaturization technology. Overseas, there are struggles for hegemony, including the United States and South Korea. Large-scale investment as a national policy becomes active
old model	Demand for power semiconductors, sensors, etc. that use older semiconductors continues to increase, mainly for IoT products and automobile-related products. Demand for semiconductors with low to medium performance is also strong. responsible for these Semiconductor manufacturing equipment invested over 20 years ago is still in operationThe current situation is that semiconductor factories operating in Japan are More than 80% are legacy factories with wafer sizes of 200mm or lessis	Old semiconductor manufacturing equipment is still very important. For example, India provides comprehensive support focusing on legacy factories. The ISM was launched as a national policy, etc. Equipment maintenance(procurement of EOL parts, repair, purchase of used equipment, start-up, improvement, etc.) Investments are being made globally

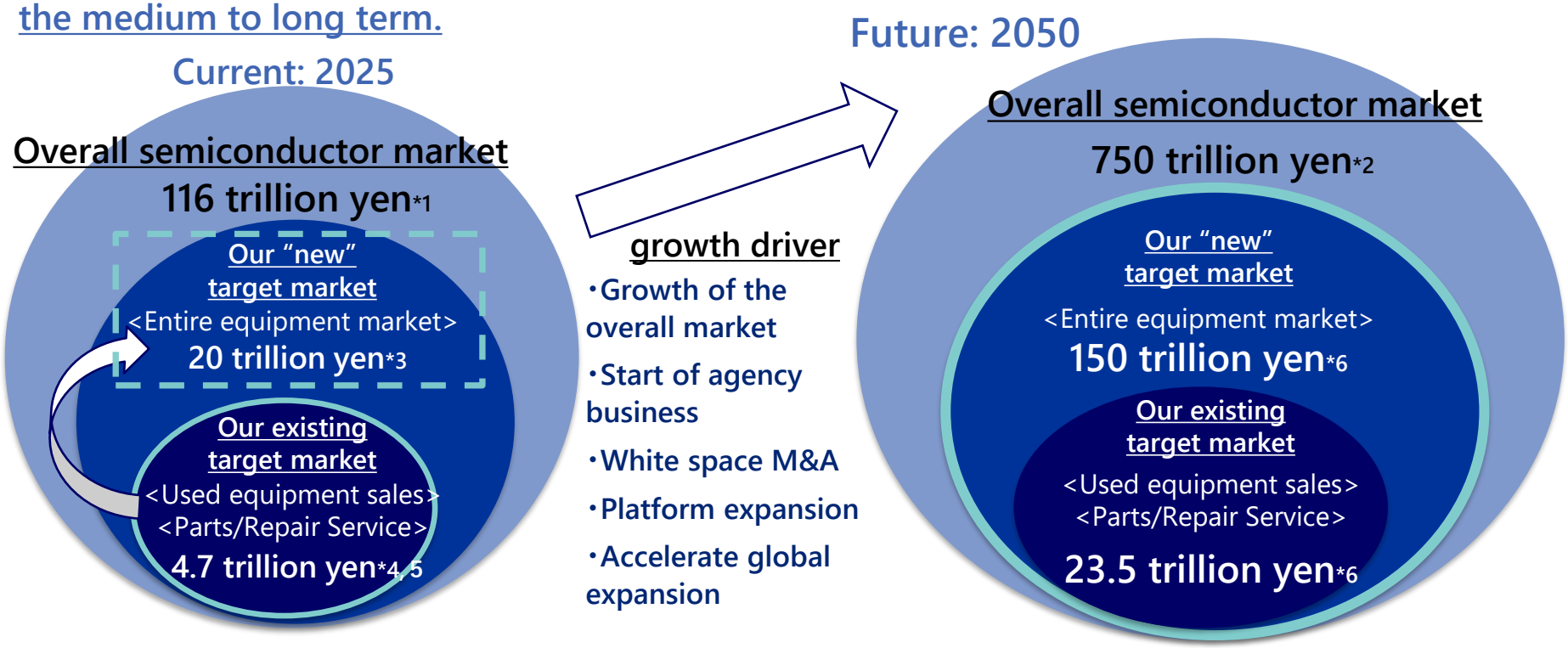
<About 200mm/300mm wafer size factory>
It refers to the diameter size of wafers, which are the material used to manufacture semiconductor chips. 200 mm wafers are a standard size that has been widely used in the past, but now larger 300 mm wafers, which have higher production efficiency, have become mainstream. Factories that use 200 mm wafers often use old technology and are sometimes called legacy factories.

Target Market

Expand the target to the 20 trillion yen "entire equipment market" through agency business and M&A.

- The target markets for the existing business are the used semiconductor equipment market and the parts and repair service market within the semiconductor market.
- With the start of semiconductor equipment agency business and expected future M&A strategy,

Looking to the entire semiconductor manufacturing equipment market as a target market in the medium to long term.



*1 Source: WSTS Japan Council "WSTS 2025 Fall Semiconductor Market Forecast"

*2 Source: Tokyo Electron Corporation corporate website "The Future of the Semiconductor Industry and its People"

*3 Source: Estimated based on SEMI "World Semiconductor Manufacturing Equipment Market Forecast Announcement at the End of 2025"

*4 Source: The Business Research Company "Used Semiconductor Equipment World Market Report 2025"

*5 Assumed to be 20% of the semiconductor manufacturing equipment market

*6 Calculated assuming that the growth rate of the entire semiconductor market will remain at the same level in 2050.

*Converted to Japanese yen at 150 yen/USD

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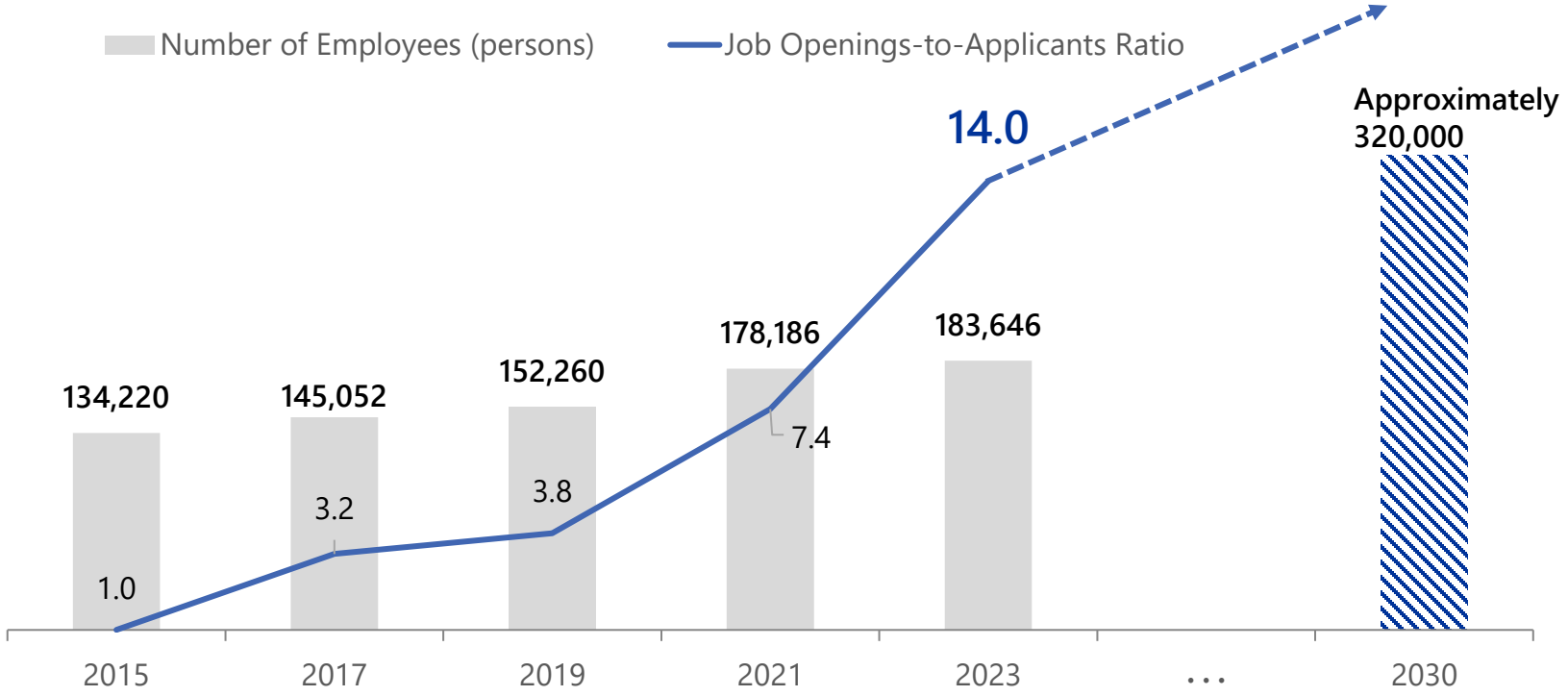
Current situation of domestic semiconductor factories
Labor shortage in the semiconductor industry The semiconductor industry is experiencing a serious labor shortage.

- Although the number of human resources in semiconductor-related industries is on the rise,**There is already a shortage of human resources**, and the job openings-to-applicants ratio has increased significantly.
- Furthermore, due to the construction of new semiconductor factories, etc.**Approximately 140,000 additional workers will be needed by 2030**(SEMI)

Human resource supply could become a bottleneck for semiconductor-related industries

Human resources trends in semiconductor-related industries and engineer recruitment ratio



source:
*1 Ministry of Economy, Trade and Industry “Industrial Statistics Survey”, “Economic Structure Survey”
*2 Nihon Keizai Shimbun (SEMI executive, “In 2030, there will be a shortage of 1.5 million semiconductor human resources in the world” article, December 12, 2024)

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Our value sources Achieve value creation through manufacturing support based on ① platform capabilities and ② engineering capabilities.

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Traditional supply chain challenges

- Shortage of parts for aging equipment
- Supply chain disruption due to disaster
- Disposal of unnecessary devices
- Lack of human resources such as engineers
- Decline in competitiveness
- Aging of semiconductor manufacturing equipment
- manufacturing innovation

platform power

- Equipment/parts information supply information
- Semiconductor factory demand information
- Ability to build new platforms related to semiconductor manufacturing

engineering ability

- Equipment disassembly, transport, and installation
- Productivity improvement proposal
- process tuning

Value provided by TMH

- Cross-border EC: Securing procurement routes
- Repair and procurement of parts
- Provide semiconductor human resources platform
- Equipment dismantling/export
- Equipment startup/improvement
- Improving the functionality of the final product

① Engineering capabilities × ② Platform capabilities to solve various customer issues

Achieve increased corporate profits and value creation

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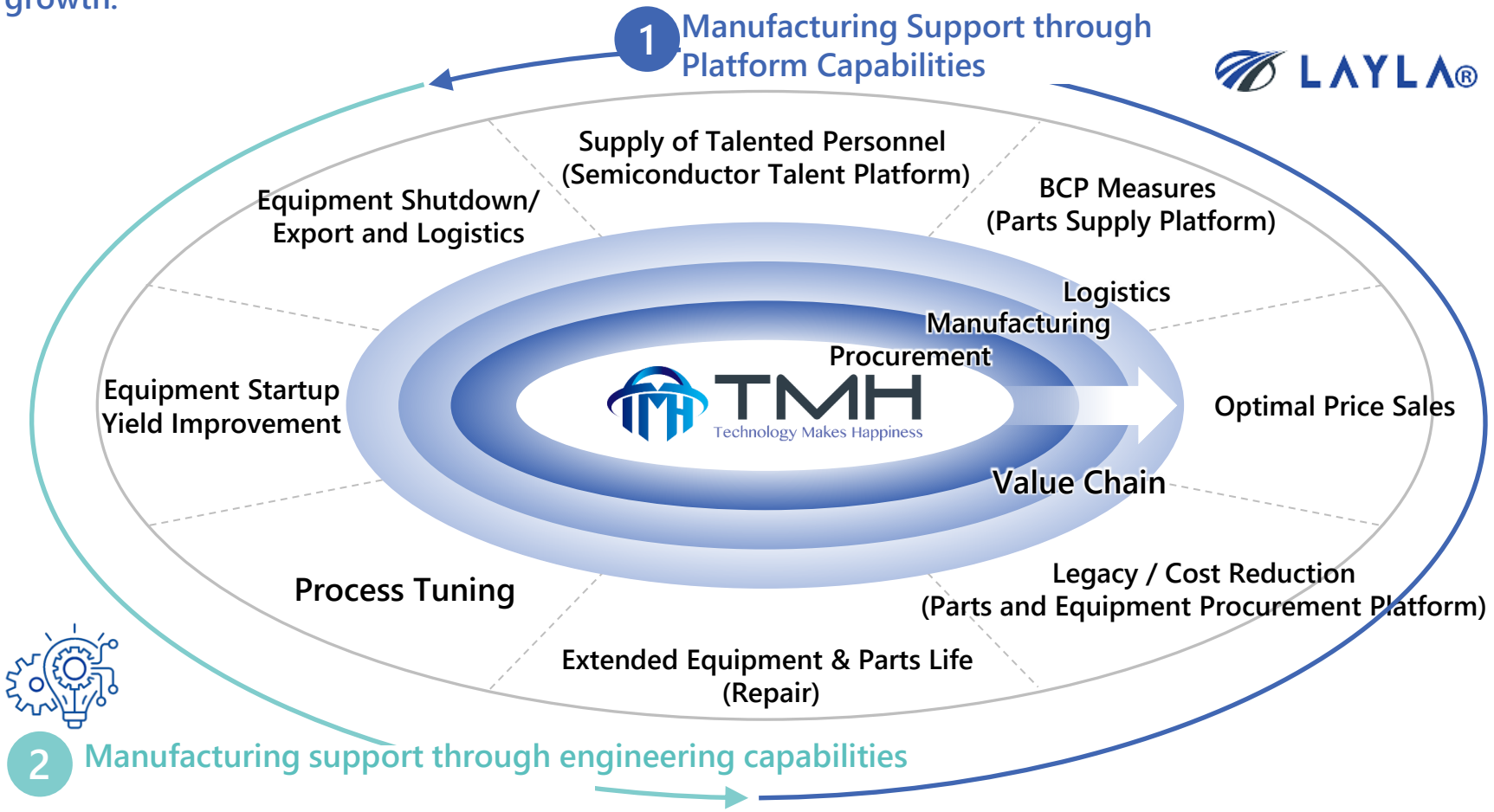
Accumulation of Technical and Knowledge Expertise

By addressing the diverse challenges faced by semiconductor fabs, we have become an indispensable partner for our customers.

- By engaging with a wide range of projects through solving challenges faced by semiconductor fabs, we continuously enhance our know-how and problem-solving capabilities.
- As an information-centric company involved in semiconductor manufacturing, we are on a path of stable growth.

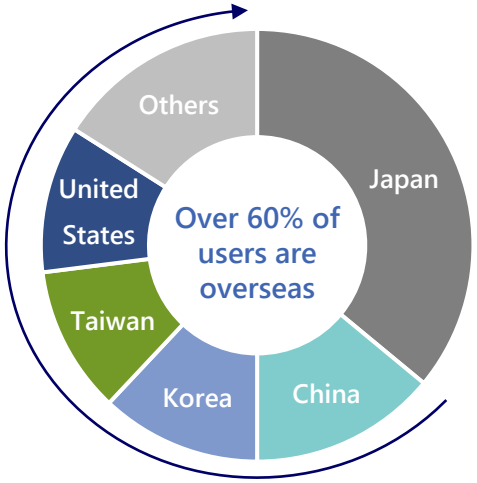


Platform power LAYLA will become an indispensable platform for the semiconductor industry

- LAYLA-EC continues to expand globally as a platform that solves parts procurement, etc., which has become a serious issue for semiconductor factories.
- In Japan, semiconductor factories **Over 50% have installed LAYLA-EC** plays an important role in domestic semiconductor manufacturing

User base expanding globally

Users are the total number of domestic and overseas buyers and sellers registered on LAYLA.



Platform value provided by LAYLA-EC to users

Global procurement methods

LAYLA-EC facilitates complex cross-border transactions such as multilingual support, cross-border payments, and trade procedures.

Cross-border procurement, which was difficult with conventional procurement methods, is now possible.

Visualization of sunk inventory

By using LAYLA-EC, you can visualize "buried" parts scattered in factories around the world.

Established as the most effective procurement method for legacy factories

×Engineering ability

We maintain quality not only by distributing parts, etc., but also by discovering substitute products (identifying them) and conducting audits.

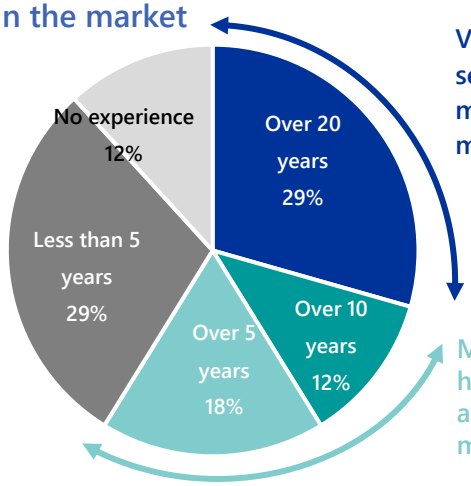
Providing services that go beyond simple parts procurement e-commerce

Engineering power A team of experts recognized globally

- We have a large staff of professionals in the semiconductor field. Additionally, the company has members who are proficient in the languages of major countries in the semiconductor field and are familiar with local business customs.
- Demonstrates engineering capabilities that can consistently solve technical issues from procurement to start-up, life extension, and improvements.

[Recognized globally, including receiving a supplier award from the world's largest semiconductor manufacturer]

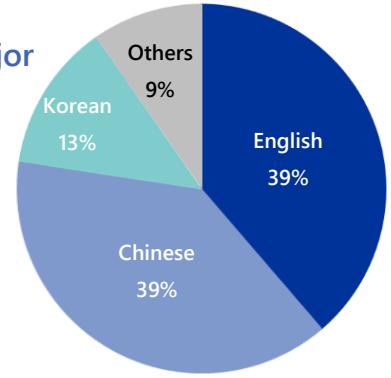
Veteran/mid-career people with rich experience and rare in the market



Veterans from major semiconductor manufacturers/equipment manufacturers

Mid-level employees who are highly specialized in specific areas such as FE for equipment manufacturers

Language skills related to major semiconductor countries



field engineering

In addition to selling used semiconductor equipment, our veteran and mid-career engineers who are well versed in "legacy equipment" provide comprehensive support from productivity improvement to operational life extension, including disassembly, transport (installation), and process tuning (equipment optimization).

Compound interest effect of know-how

The globally expanding LAYLA platform aggregates knowledge, business practices, and information from around the world. Through synergies with experienced engineers, we have achieved engineering capabilities that are difficult for competitors to imitate.

connoisseurship

Even if it is difficult for a semiconductor factory to procure parts, we can handle sourcing, including potential substitutes and overseas sources. With our discerning ability to judge quality, we can minimize the serious risk of purchasing used parts, such as ``I purchased it, but it doesn't work as expected.''

Source: As of the end of November 2025 (excluding administrative departments)

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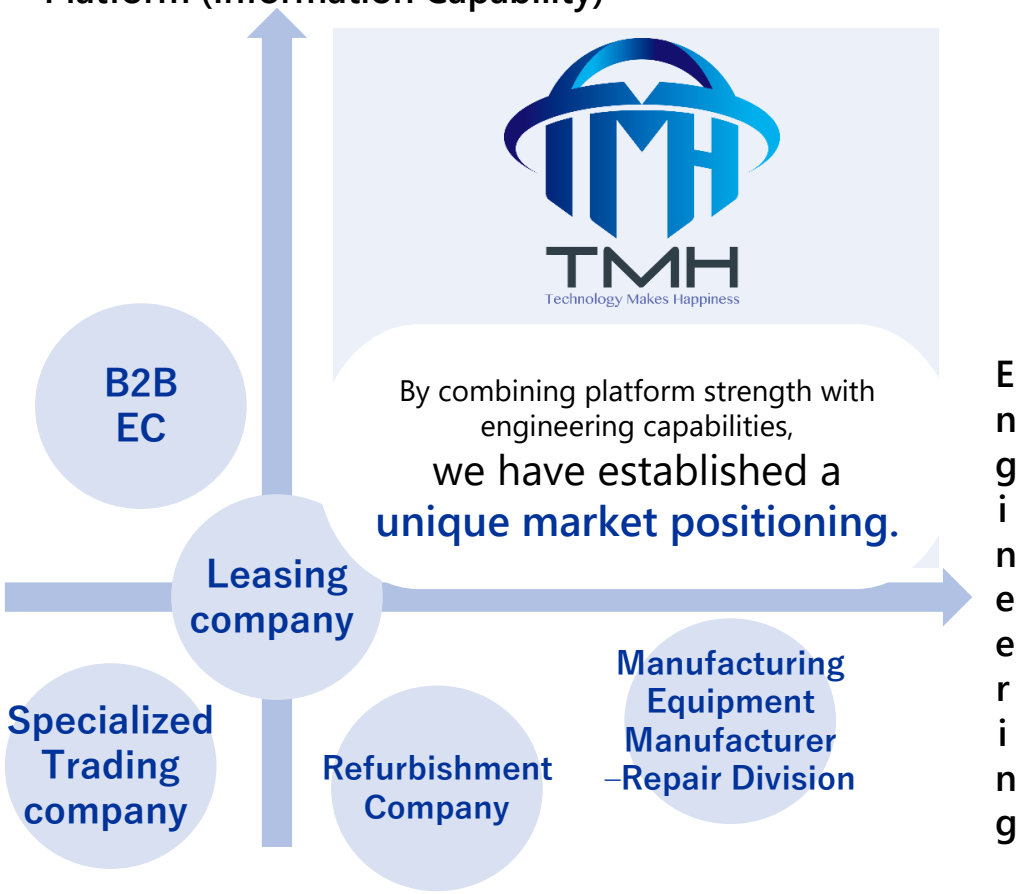
Positioning Map

Establishing a unique positioning and creating a market as a niche top player.

Positioning of Competitors and Our Company



Barriers to Entry

01 vs Leasing Company、Trading Company

- Information strength leveraging digital services based on the platform.
- Providing advanced support such as semiconductor manufacturing equipment startup and process tuning.

02 vs Semiconductor Equipment Manufacturers

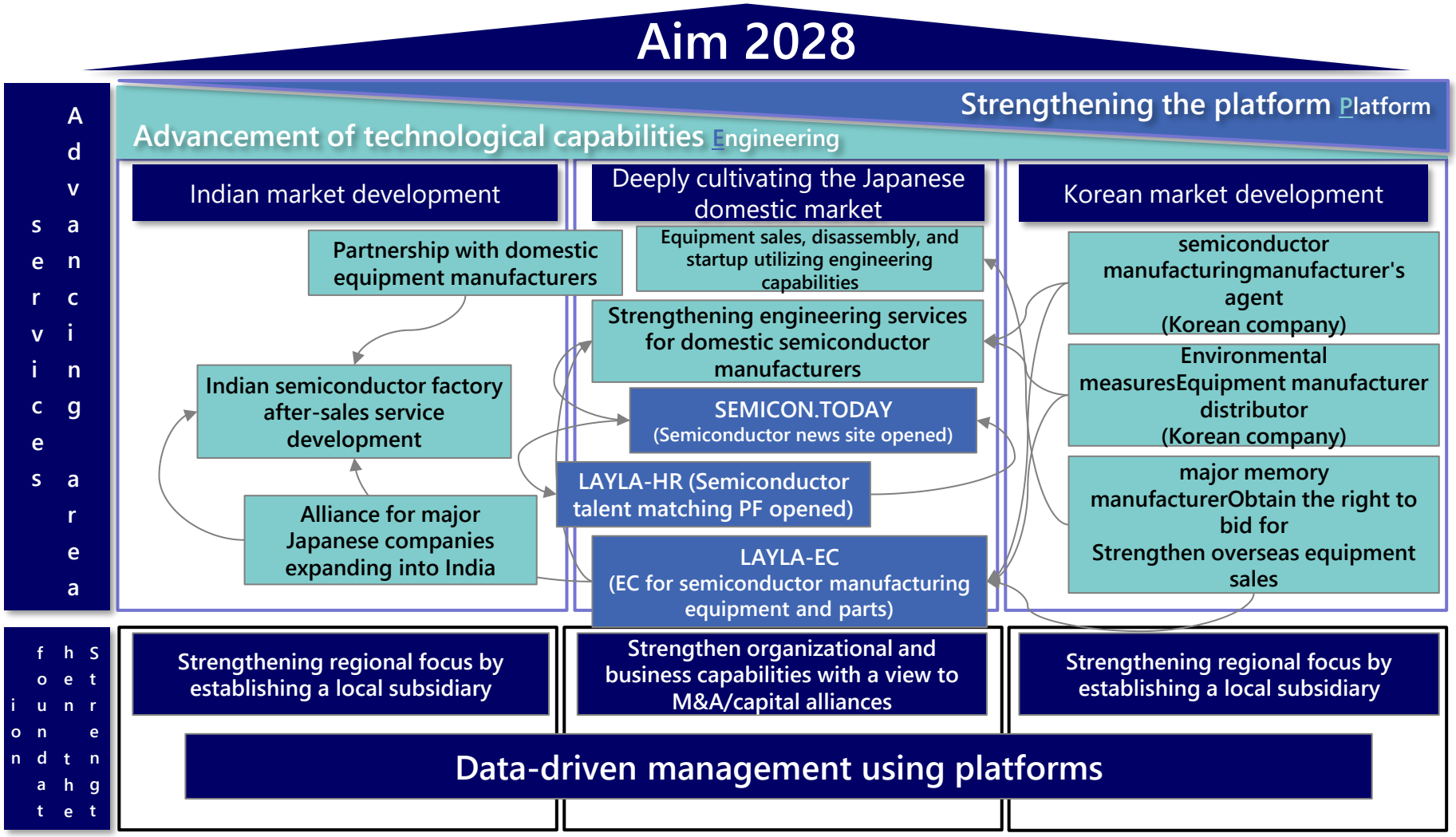
- Equipment manufacturers provide strong support mainly to advanced fabs, but our company supports a wide range of semiconductor fabs, including legacy fabs.
- While equipment manufacturers handle only their own products, we deal with products from all semiconductor equipment manufacturers, offering a broad lineup of services.

03 vs New Entrants

- The semiconductor manufacturing field requires specialized technical expertise, and since we already have an established customer base nationwide in Japan with a significant market share, we are able to maintain high barriers to entry.

Measures to achieve medium-term margin targets Aim for sales (total amount of merchandise) of over 18 billion yen and operating income of 1.76 billion yen by expanding markets and services.

Sales (gross amount in circulation)Over 18 billion yen　Operating profit 1.76 billion yen



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Appendix

Assumptions for FY2026 performance forecast

(Unit: million yen)	Earnings forecast amount	premise
Sales	6,112	
equipment sales	4,104	• Equipment sales services are estimated based on the current backlog of orders and sales plans.
Parts sales and repair services	2,008	• Parts sales and repair services are estimated based on the previous year's results and the progress of sales activities. • There is a characteristic that sales increase as semiconductor factory operations increase.
Cost of sales	5,109	• The cost rate changes depending on the profit margin of equipment sales, the cost of goods sold, and the sales amount of parts sales and repair services.
Selling, general and administrative expenses	634	• We estimate costs based on previous year's results, increased number of employees, and expansion plans.
Non-operating profit and loss	Non-operating income 8 Non-operating expenses 6	• Estimated based on previous year's results, etc. • Regarding the impact of exchange rates, we basically minimize exchange rate risks by denominating transactions in yen for large projects such as equipment sales services. • Additionally, although parts sales and repair services involve transactions denominated in foreign currencies, the impact is expected to be minor as the timing of sales recording and payment, and purchase recording and payment, are close to each other.

Regarding the handling of this material

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