Securities ID code: 6859

ESPEC CORP.
Financial Results for Q3 of FY2025
(Fiscal Year Ending March 31, 2026)

February 19, 2026
ESPEC CORP.

Financial Result for the Nine Months Ended December 31, 2025

- In terms of orders received in the AI semiconductor field, test demand remained firm in Japan, Southeast Asia, and Taiwan; in the satellite communications field, momentum from the first half subsided but demand remained firm in North America; in the EV and battery field, orders decreased as anticipated. On a cumulative basis through Q3, a high level was maintained and a new record high was achieved.
- Net sales were roughly unchanged from the same period last year, mainly because many of the orders we handled involved large-scale products and multi-unit projects with long delivery lead times.
- Profitability for custom products continued to improve, but profit declined year on year due to deterioration in profitability in the China market and laboratory testing services.

	Year on Year		Comparison with Forecasts (Revised on 2025/11/13)	
Orders Received	Increase	Orders increased in the Equipment Business (environmental test chambers) and the Other Business, while the Service Business declined due to a decrease in laboratory testing services.	Above	The Equipment Business and Other Businesses performed as expected, while the Service Business fell below expectations.
Net Sales	Increase	In the Equipment Business, semiconductor-related equipment increased, but environmental test chambers decreased due to many long delivery lead-time projects, resulting in overall performance roughly unchanged from the same period last year. The Service Business was roughly unchanged from the same period last year due to a decrease in laboratory testing services, while other businesses increased.	In Line	The Equipment Business and other businesses decreased but are expected to be recorded in Q4. In the Service Business, laboratory testing services mainly decreased.
Operating Profit	Decrease	Declines were due to deterioration in profitability in the China market and in laboratory testing services, as well as an increase in SG&A expenses.	Below	Results fell below expectations due to insufficient sales and deterioration in profitability in the China market and in laboratory testing services.
Profit Attributable to Owners of Parent	Decrease	Profit decreased due to lower operating profit.	Below	Fell short due to lower operating profit.

・Dividend forecast: Interim ¥45, Year-end ¥70, Annual ¥115

Summary of Profits and Losses

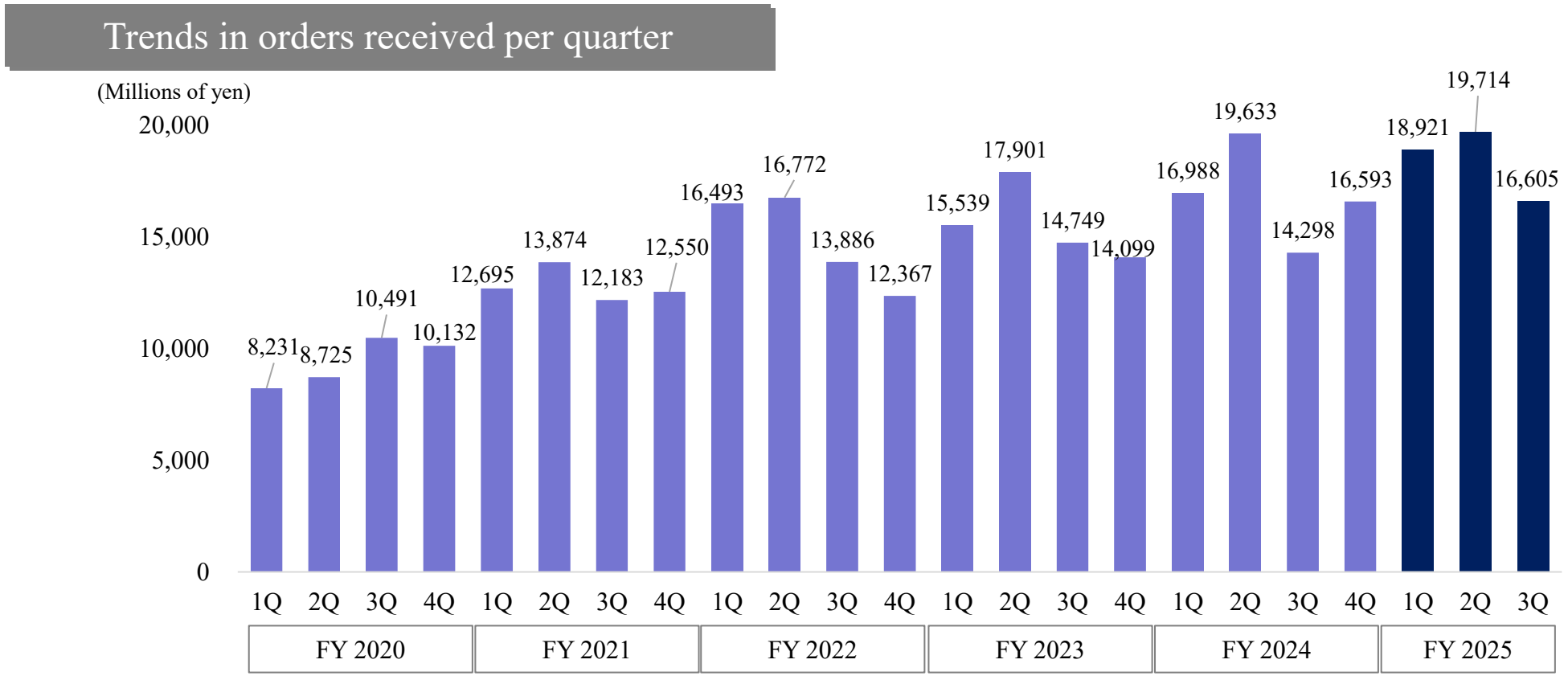
(Millions of yen)	FY2024 3Q Results	FY2025 3Q Results	Year on Year
Orders Received	50,920	55,241	+8.5%
Net Sales	46,297	47,101	+1.7%
Cost of Sales	29,486	30,564	+3.7%
Cost Ratio	63.7%	64.9%	+1.2pt
Gross Profit	16,811	16,536	-1.6%
SG&A	11,894	12,253	+3.0%
Operating Profit	4,917	4,282	-12.9%
Profit Ratio	10.6%	9.1%	-1.5pt
Ordinary Profit	5,213	4,571	-12.3%
Profit Attributable to Owners of Parent	3,845	3,321	-13.6%

Performance by Segment

(Millions of yen)		FY2024 3Q Results	FY2025 3Q Results	Year on Year
Equipment Business	Orders Received	43,316	47,220	+9.0%
	Net Sales	39,923	40,134	+0.5%
	Operating Profit	4,349	4,074	-6.3%
Service Business	Orders Received	6,424	6,286	-2.1%
	Net Sales	5,750	5,710	-0.7%
	Operating Profit	563	119	-78.9%
Other Business	Orders Received	1,554	2,059	+32.5%
	Net Sales	929	1,626	+75.1%
	Operating Profit	14	87	+525.9%
Elimination	Orders Received	-375	-324	-
	Net Sales	-305	-370	-
	Operating Profit	-10	1	-
Total	Orders Received	50,920	55,241	+8.5%
	Net Sales	46,297	47,101	+1.7%
	Operating Profit	4,917	4,282	-12.9%

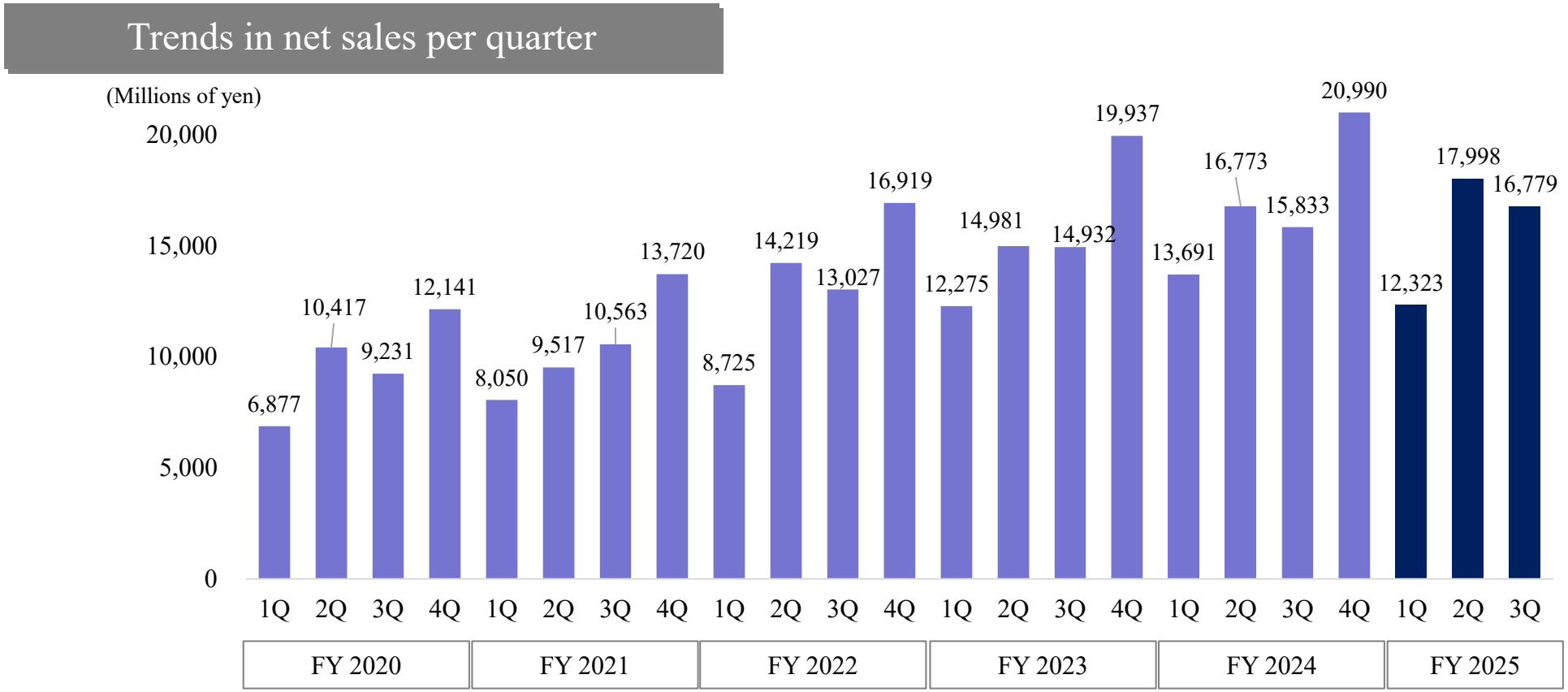
Trends in orders received per quarter

Orders received tend to be concentrated in the first half of the year. Although orders in Q3 decreased compared with Q1 and Q2, on a cumulative basis through Q3, AI semiconductor-related and satellite communications-related target markets remained firm allowing us to achieve a record high for the fifth consecutive year.



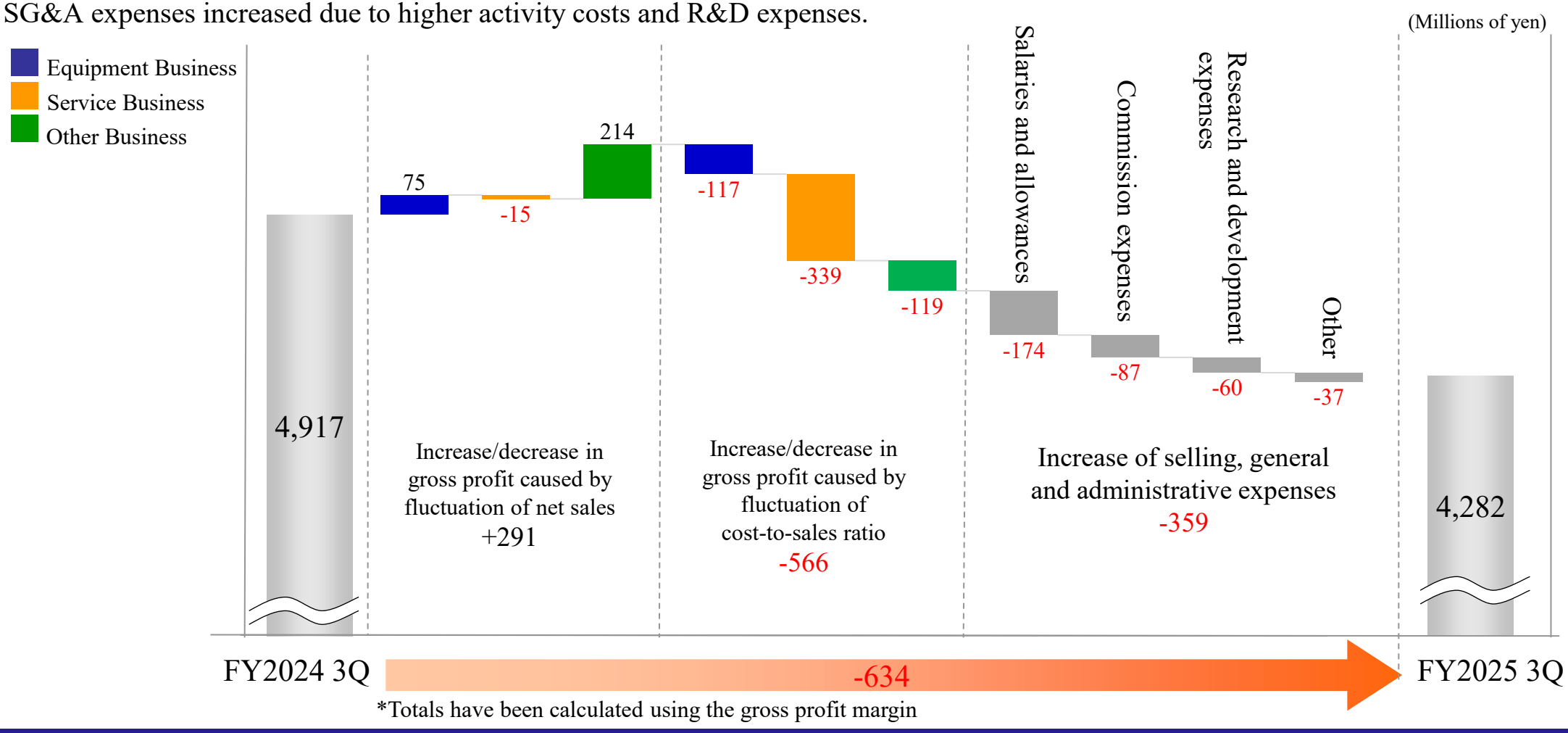
Trends in net sales per quarter

Net sales tend to be concentrated in Q2 and Q4. Net sales in Q3 decreased from Q2. Although orders received were firm, many projects involved large products or multiple units with long delivery times, resulting in cumulative sales through Q3 being roughly unchanged from the same period last year.



Analysis of Operating Profit Increase and Decrease Factors

In the Equipment Business, improvements in profitability of custom products continued; however, profitability in the China market deteriorated due to intensifying competition.
The Service Business saw a decline in profits due to reduced revenue and rising depreciation expenses in laboratory testing services.
SG&A expenses increased due to higher activity costs and R&D expenses.



*Totals have been calculated using the gross profit margin

Equipment Business

(Millions of yen)	FY2024 3Q Results	FY2025 3Q Results	Year on Year
Orders Received	43,316	47,220	+9.0%
Net Sales	39,923	40,134	+0.5%
Operating Profit	4,349	4,074	-6.3%
Profit Ratio	10.9%	10.2%	-0.7pt

Equipment Business

- In Japan, highly versatile standard products saw both orders received and net sales roughly unchanged from the same period last year. Custom products saw decreases in both orders received and sales year on year, mainly due to a pause in investment related to EV and battery applications.
- Overseas, orders received increased significantly in North America and Southeast Asia compared with last year, but net sales were roughly unchanged from the same period last year due to many long delivery lead-time projects.

Energy Device Equipment

- Investment in EV batteries has peaked, leading to a significant year-on-year decrease in orders received; however, sales were roughly in line with the previous year due to the recognition of sales from consolidated orders received in the prior period.

Semiconductor Equipment

- Orders received declined year on year, but net sales increased significantly due to recognizing revenue from a consolidated order for electronic components for AI servers.

Service Business

(Millions of yen)	FY2024 3Q Results	FY2025 3Q Results	Year on Year
Orders Received	6,424	6,286	-2.1%
Net Sales	5,750	5,710	-0.7%
Operating Profit Profit Ratio	563 9.8%	119 2.1%	-78.9% -7.7pt

After-Sales Service and Engineering

- Both preventive maintenance services and repair services remained solid, with increases in both orders received and net sales year on year.

Laboratory Testing Services and Facility Rentals

- Orders received and net sales both decreased year on year due to restrained investment and changes in development plans associated with slowing EV demand.

Other Business

(Millions of yen)	FY2024 3Q Results	FY2025 3Q Results	Year on Year
Orders Received	1,554	2,059	+32.5%
Net Sales	929	1,626	+75.1%
Operating Profit Profit Ratio	14 1.5%	87 5.4%	+525.9% +3.9pt

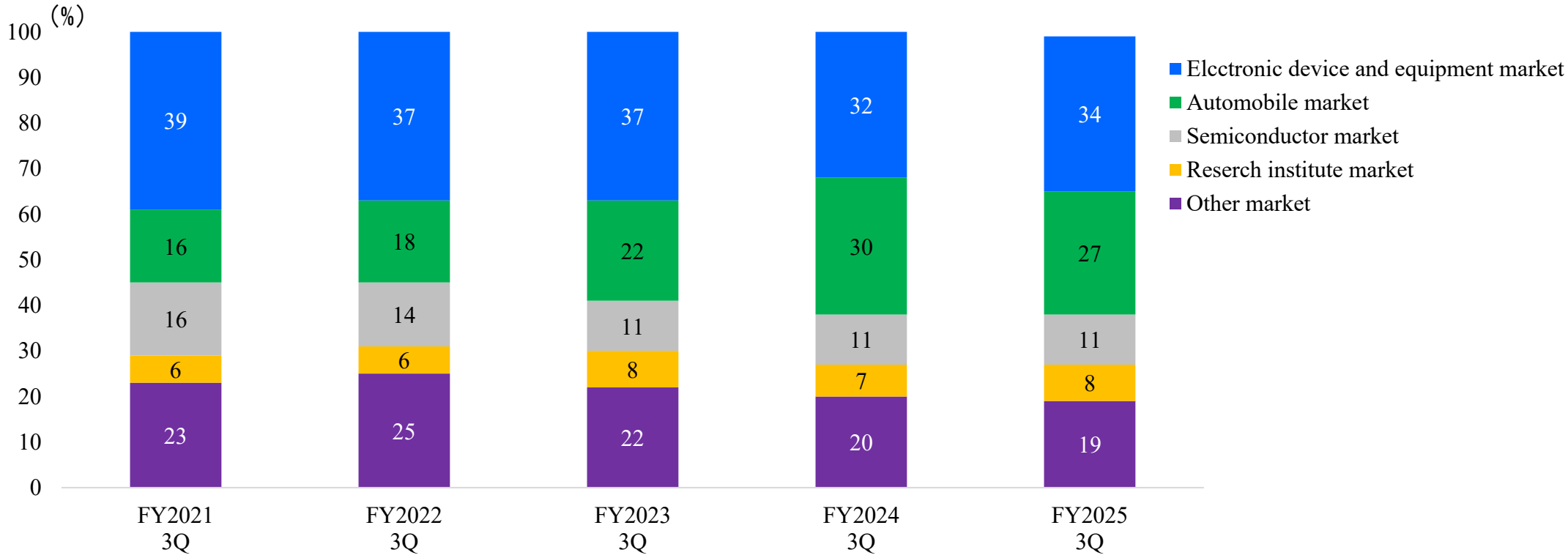
Environmental Conservation, Plant Production Systems

- We secured a large plant factory project, and forest development projects also remained strong.

Sales by Market

In the electronic device and equipment market, testing demand related to AI semiconductors increased, raising the sales share.
In the automobile market, investment related to EVs and batteries has paused, resulting in a lower sales share.

Non-consolidated (Equipment Business)

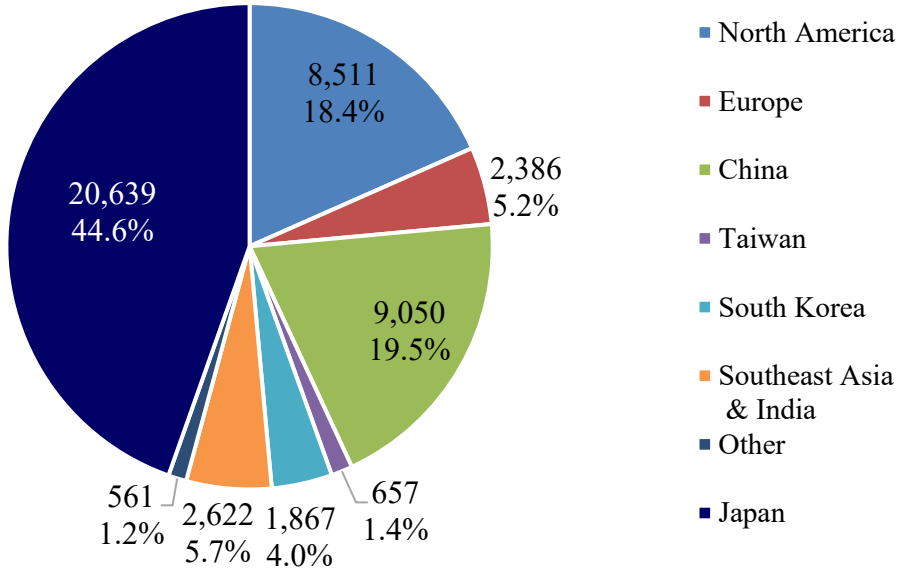


Sales by Region

Sales increased in Japan, North America, Taiwan, and Southeast Asia and India, while China was roughly unchanged from the same period last year.

FY2024 3Q

Overseas sales ratio：55.4%

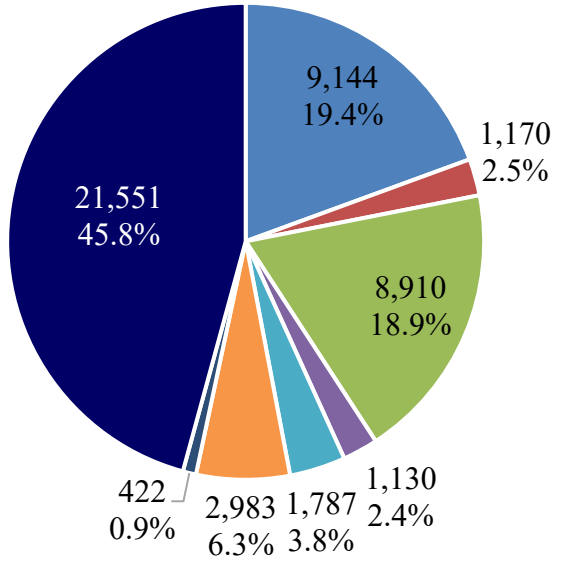


Total: 46,297 million yen

Overseas sales: 25,658 million yen

FY2025 3Q

Overseas sales ratio ：54.2%



Total: 47,101 million yen

Overseas sales: 25,549 million yen

Forecasts for FY2025

On a cumulative basis through Q3, profitability fell below expectations due to deterioration in profitability in the China market and in laboratory testing services, as well as an increase in SG&A expenses; however, we are working to improve performance by steadily executing and monetizing the order backlog.

（Millions of yen）	FY2024	FY2025			
	Full year results	3Q cumulative Results	Forecasts（revised on 2025/11/13）		
			4Q	Full year	Year on year
Orders received	67,514	55,241	13,759	69,000	+2.2%
Net sales	67,288	47,101	20,899	68,000	+1.1%
Gross profit	23,987	16,536	7,664	24,200	+0.9%
Profit ratio	35.6%	35.1%	36.7%	35.6%	±0pt
SG&A	16,460	12,253	4,347	16,600	+0.8%
SG&A ratio	24.5%	26.0%	20.8%	24.4%	-0.1pt
Operating profit	7,526	4,282	3,318	7,600	+1.0%
Profit ratio	11.2%	9.1%	15.9%	11.2%	±0pt
Ordinary profit	7,793	4,571	3,179	7,750	-0.6%
Profit ratio	11.6%	9.7%	15.2%	11.4%	-0.2pt
Profit attributable to owners of parent	6,003	3,321	2,479	5,800	-3.4%
Profit ratio	8.9%	7.1%	11.9%	8.5%	-0.4pt
Basic earnings per share (yen)	274.97	152.10	113.93	266.03	-3.3%
ROE	11.0%	-	-	10.0%	-1.0pt

Segment Financial Forecasts

	(Millions of yen)	FY2024	FY2025			
		Full year results	3Q cumulative results	Forecasts (revised on 2025/11/13)		
				4Q	Full year	Year on year
Equipment Business	Orders received	57,283	47,220	11,420	58,640	+2.4%
	Net sales	57,507	40,134	17,426	57,560	+0.1%
	Operating profit	6,610	4,074	2,906	6,980	+5.6%
	Profit ratio	11.5%	10.2%	16.7%	12.1%	+0.6pt
Service Business	Orders received	8,532	6,286	2,234	8,520	-0.2%
	Net sales	8,425	5,710	2,930	8,640	+2.5%
	Operating profit	793	119	381	500	-37.0%
	Profit ratio	9.4%	2.1%	13.0%	5.8%	-3.6pt
Other Business	Orders received	2,170	2,059	281	2,340	+7.8%
	Net sales	1,758	1,626	674	2,300	+30.8%
	Operating profit	126	87	33	120	-5.5%
	Profit ratio	7.2%	5.4%	4.9%	5.2%	-2.0pt
Elimination	Orders received	-472	-324	-176	-500	-
	Net sales	-403	-370	-130	-500	-
	Operating profit	-4	1	-1	0	-
Total	Orders received	67,514	55,241	13,759	69,000	+2.2%
	Net sales	67,288	47,101	20,899	68,000	+1.1%
	Operating profit	7,526	4,282	3,318	7,600	+1.0%
	Profit ratio	11.2%	9.1%	15.9%	11.2%	±0pt

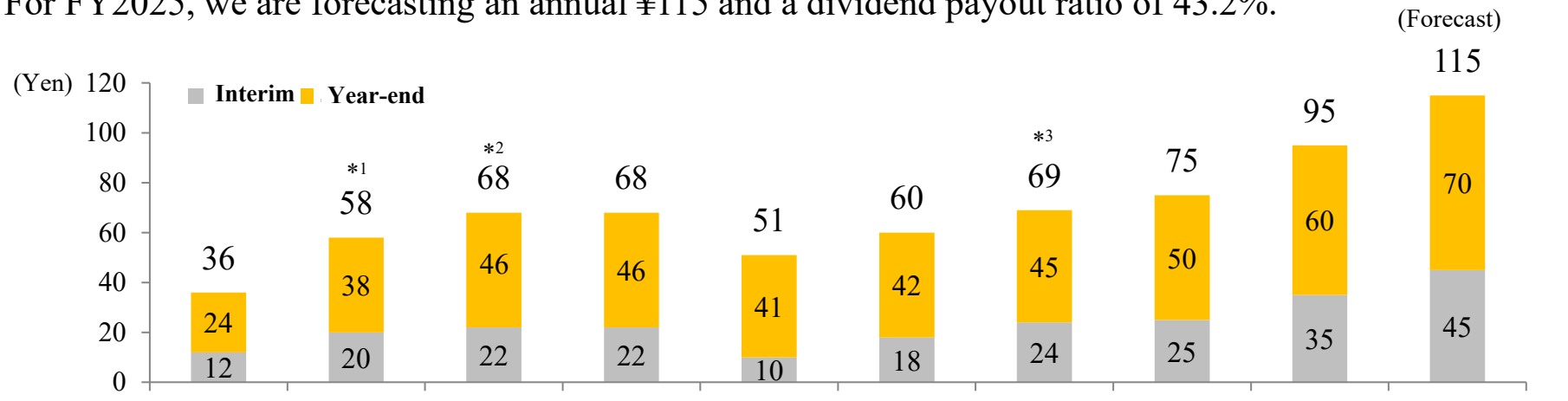
Shareholder Return Policy and FY2025 Dividend Forecast

Shareholder Return Policy

Set the consolidated dividend payout ratio at 40% or more, and flexibly carry out acquisition of treasury shares.
During the period of the Medium-Term Management Plan PROGRESSIVE PLUS 2027 (FY2025–2027),
the total return ratio cumulative over the three-year period will be 50% or more, and no dividend reductions will be made.

Dividend per Share and Dividend Payout Ratio/Total Return Ratio

For FY2025, we are forecasting an annual ¥115 and a dividend payout ratio of 43.2%.



	16	17	18	19	20	21	22	23	24	25
Dividend payout ratio:	36.8%	40.1%	36.2%	55.2%	59.4%	70.7%	45.9%	33.0%	34.5%	43.2%
Total return ratio:	36.8%	40.1%	36.2%	55.2%	59.4%	126.9%	78.9%	33.0%	34.5%	-

(Underlined sections indicate share repurchases by the Company)

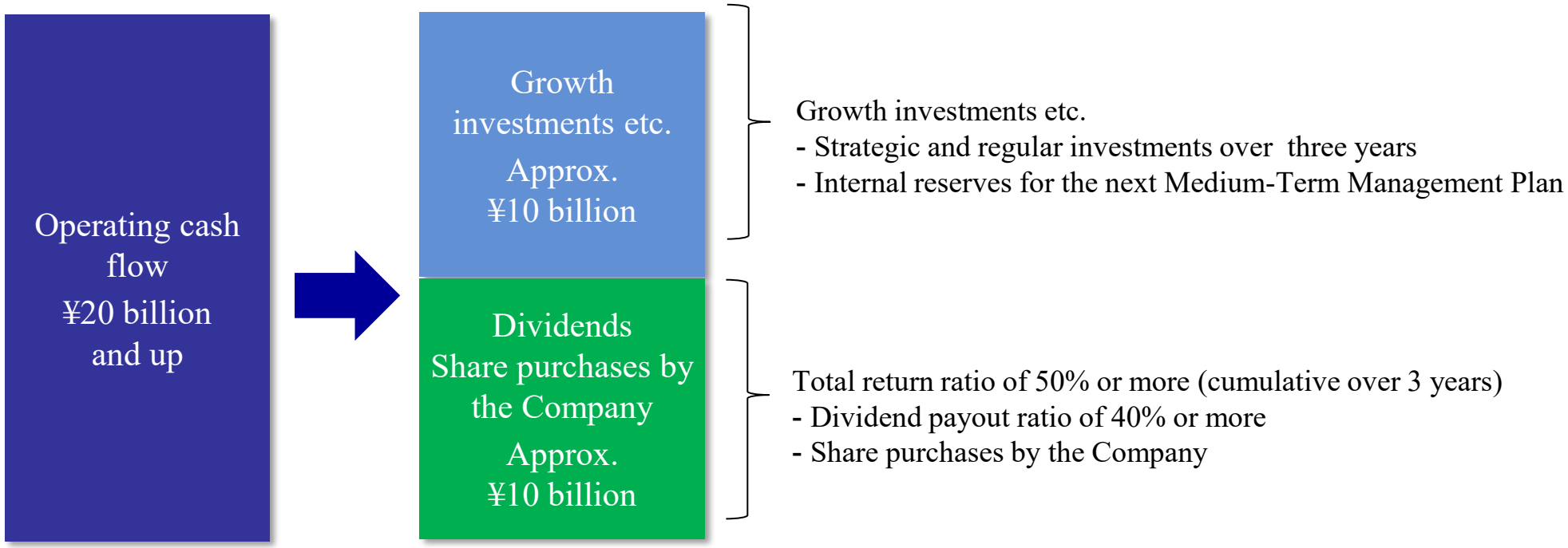
*1. Includes a dividend of ¥2 (interim dividend of ¥1 and year-end dividend of ¥1) to commemorate the 70th anniversary of our foundation in FY2017.
*2. FY2018 was an irregular 15-month fiscal period for overseas consolidated subsidiaries. The dividend payout ratio for a 12-month period is 39% (reference).
*3. Includes a dividend of ¥4 (interim dividend of ¥2 and year-end dividend of ¥2) to commemorate the 75th anniversary of our foundation in FY2022.

Financial Capital Strategy (FY2025 - FY2027)

Cash Allocation Policy

Proactively allocate cash generated over three years to growth investments and shareholder returns

■ Implement shareholder returns with a total return ratio of 50% (cumulative over 3 years) or more through dividends and share purchases by the Company



[Cash Allocation Image]

Implementation of share repurchases (disclosed on November 13, 2025)

In line with our shareholder return policy, on November 13, 2025, the Company announced its basic policy regarding the acquisition and cancellation of treasury shares.

- Acquisition of treasury shares

  Maximum shares to be acquired: 900,000 (4.05% of total shares outstanding)

  Maximum acquisition amount: ¥3.5 billion

  Acquisition period: November 14, 2025 to July 31, 2026

  Method of acquisition: Market purchases on the Tokyo Stock Exchange

- Basic policy on treasury share cancellation

  The upper limit on treasury share holdings is set at approximately 10% of total shares outstanding, and in principle,any portion exceeding this limit will be cancelled.

Main Initiatives in FY2025

Equipment Business

- Converting order backlog into sales, strengthening sales of standard products, and continuing to improve profitability for custom products.
- Development and expanded sales of high value-added products that meet testing needs in target markets.

Service Business

After-sales service: Reviewing service fees and reducing costs through improved utilization.
Laboratory testing services: Expanding orders for electrification and autonomous driving modules, as well as aerospace-related equipment.

Area Strategy

Japan: Strengthen sales activities in the AI semiconductor and autonomous driving fields, acquisition of replacement demand.
U.S. : Strengthening sales in satellite communications and increasing production capacity to translate strong orders into revenue.
China: Improving profit levels through competitive product launches and stronger sales efforts in semiconductor and communications fields.

AI Semiconductor Market: Applications for Environmental Test Chambers

As generative AI spreads throughout society, demand is increasing for environmental testing aimed at evaluating the reliability of AI servers and the semiconductors, storage devices, electronic components, and electronic materials that comprise them.

AI Servers

<Main Customers>
- Server manufacturers
- High-performance computing (HPC) manufacturers

<Main Applications>
Durability (environmental resistance) evaluation
Reliability evaluation

For AI Servers:
Constant temperature and humidity chamber supporting high heat-generation loads

Semiconductors, storage

GPUs, memory, logic

<Main Customers>
- Semiconductor manufacturers
- Foundries

<Main Applications>
Accelerated stress testing
Screening (inspection)

Rapid-rate Thermal Cycle Chamber

Electronic components

Capacitors, semiconductor boards, power supplies

<Main Customers>
- Electronic component manufacturers
- Semiconductor board manufacturers

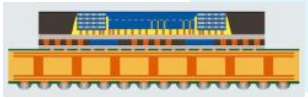
<Main Applications>
Electrical characteristic evaluation (conductivity, etc.)
Operational testing

Measurement & Evaluation System

Highly Accelerated Stress Test System (HAST Chamber)

Electronic materials

Board materials, insulating materials



<Main Customers>
- Material manufacturers (base materials, resist materials, molding materials, etc.)

<Main Applications>
Material property evaluation (moisture absorption, etc.)
Storage testing

Burn-in Chamber

Satellite Communications Market: Applications for Environmental Test Chambers

In the field of commercial satellite communications technology led by private operators, demand is increasing for environmental testing to evaluate the reliability of communication equipment, semiconductors, and electronic components installed in low earth orbit (LEO) satellites and other artificial satellites.

Artificial satellites

Low earth orbit (LEO) satellites

Altitude: Several hundred to 2,000 km
Ground coverage area: Radius of several hundred km

<Main Customers>
- Communications satellite manufacturers

<Main Applications>
Durability (environmental resistance) evaluation
Reliability evaluation

HALT/HASS Testing System

Satellite-mounted equipment

Power supplies, communication equipment, attitude control systems

<Main Customers>
- Power supply equipment manufacturers
- Communication equipment manufacturers
- Observation equipment manufacturers

<Main Applications>
Durability (environmental resistance) evaluation
Reliability evaluation

Constant-pressure Temperature & Humidity Chamber MZ Series

Thermal Shock Chamber

Satellite-mounted components

Semiconductors, solar panels, batteries

<Main Customers>
- Semiconductor manufacturers
- Electronic component manufacturers
- Battery manufacturers

<Main Applications>
Qualification testing
Screening (inspection)

High-power Temperature & Humidity Chamber

Main ESG Initiatives in FY2025

■ E for Environment

- Advancing the 8th Mid-Term Plan on the Environment (FY2022 - FY2025)
- Global warming measures:
  Transitioning to low-GWP refrigerants and reducing CO_2 emissions from manufacturing and other operations.
- Biodiversity conservation activities:
  Contributing through environmental preservation projects and promoting conservation initiatives such as the ESPEC's 50-Year Forest.
  Disclosure of natural capital-related information based on TNFD recommendations.

■ S for Society

- Advancing human capital strategies and implementing a new personnel evaluation system.
- Strengthening internal communication, establishing a health-management declaration and policy, and conducting engagement surveys.
- Developing women leaders (female manager ratio at 9.8% in April 2025) and promoting and supporting stable employment of persons with disabilities.
- Introduction of incentive plans for employees
  (August 2025 for the employee stock ownership association; February 2026 for the management support staff level).

■ G for Governance

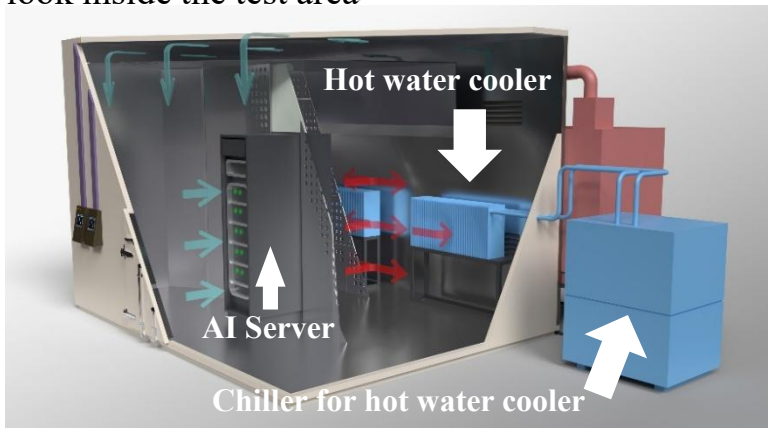
- Rebuilding the Business Continuity Plan (BCP).
- Established a human rights policy.

New Products for the AI Server Markets

Walk-in Temperature & Humidity Chamber for High Heat-generation Loads

- In December 2025, we launched two models designed to handle high heat-generation loads for AI server reliability testing.
- Our proprietary control system provides precise temperature and humidity control to support heat-generation loads of 30 kW and 60 kW generated by servers.
- Enables testing compliant with ASHRAE standards used for server reliability evaluation.

<A look inside the test area>



By combining a conventional air-conditioning system with a hot-water cooler, the system handles heat-generation loads over 60 kW even in humid conditions.

Walk-In Temperature & Humidity Chamber

TOPICS 2

New Products for AI Semiconductor and Autonomous Driving Markets

Highly Accelerated Stress Test System (HAST Chamber) EHS-222M-L

- In October 2025, we added the EHS-222M-L model, which supports testing of large substrates, to the Highly Accelerated Stress Test System (HAST Chamber) lineup.
- Capable of evaluating a large number of samples in a single test.
- Contributes to shorter development cycles and higher reliability for electronic components.

Highly Accelerated Stress Test System
EHS-222M-L

Rapid-Rate Thermal Cycle Chamber TCC-151W-20

- In April 2025, a high-performance model capable of controlling specimen temperature at 20 K/min was added to the lineup of rapid-rate thermal cycle chambers
- Complies with international standards such as semiconductor package reliability test standards and standards for electronics and automotive markets, and comes standard with low-GWP* refrigerant “R-449A”

Rapid-Rate Thermal Cycle Chamber
TCC-151W-20

* Metric for expressing the warming potential of greenhouse gases relative to carbon dioxide. The smaller the value, the lower the environmental impact.

TOPICS 3

Start of "Aichi Next-Generation Mobility Test Lab" service
Responding to testing demand for automotive batteries and EV/automation modules

■ Aichi xEV Battery Safety Test & Certification Center

- Opened in February 2025 as one of Japan's largest dedicated automotive battery testing facilities
- Equipped with state-of-the-art testing systems to support larger and higher-capacity automotive batteries
- Supports various testing standards such as the UN ECE-R100 regulation for safety testing

Aichi xEV Battery Safety Test & Certification Center

■ Toyota Test Center

- Expanded functions of the Toyota Testing Center, the Company's largest integrated test center (service began in April 2025)
- Supports the larger size of test samples such as e-Axles, PCUs, and ECUs
- Newly enhanced services to recreate usage environments for EV/automation modules under operating conditions for evaluation and measurement

Toyota Test Center

External Recognition

■ ESG-Related Evaluations

- Included in the ESG index “FTSE Blossom Japan Sector Relative Index”
  Included in the ESG index “S&P/JPX Carbo Efficient Index”
- Rated “B” score for the sixth consecutive year in the CDP Climate Change Survey,
  Water Security receives “B-” score for second consecutive year
  Selected as Supplier Engagement Leader for three consecutive years, the Top Rank in the Supplier Engagement Ratings
- Selected for the second consecutive year as an Asia-Pacific Climate Leader by the Financial Times in the UK and German data provider Statista
- Received a 3.5-star rating in the NIKKEI Sustainable Management Survey, SDGs Edition
- Received a 3-star rating in the NIKKEI Sustainable Management Survey, Smart Work Edition
- The Kobe R&D Center received the Minister of Economy, Trade and Industry’s Award as the National Award for Greenery Factory
- Received the Platinum Kurumin certification from the Minister of Health, Labour and Welfare as a company supporting child-raising.
- Earned the “Three Star Certification” under the “Osaka City Leading Company in Women’s Participation” and also certified as a “Company Promoting Ikumen”

■ IR Website Evaluations

-Awarded a Silver Prize in the Gomez IR Website Ranking (5th in its industry)
-Awarded as an excellent company in the Gomez ESG Website Ranking
- Selected as a Commendation Award of the Internet IR Award of Daiwa IR
- Selected as a “GRADE AAA” company website in the Nikko Investor Relations’ All-Japanese Listed Companies’ Website Ranking

Securities ID code:6859

Reference

Company Presentation and Business Overview

ESPEC CORP.
February 19, 2026

Company Profile

【Industry-leading manufacturer of environmental test chambers】

Name	ESPEC CORP.
Head Office	3-5-6, Tenjinbashi, Kita-ku, Osaka
Representative	Representative Director and President Satoshi Arata
Established	July 25, 1947
Incorporated	January 13, 1954
Paid-up Capital	¥6,895 million
Issued shares	23,781,394 Shares
Employees	1,860 (consolidated)
Main Business	Manufacture and Sales of Environmental Test Chambers, Energy Device Equipment, Semiconductor Equipment and Plant Factory. After-sales Service, Laboratory Testing Services and others.
Share of Environmental Test Chambers	Over 30% worldwide, Over 60% domestic * Market shares are ESPEC estimates

Head Office

(As of March 31, 2025)

Global Network

Consolidated Subsidiaries
13 companies
(Global 9 companies, Domestic 4 companies)

Global Network
50 locations
44 companies

Business Facilities in Japan: 16
Domestic Agencies in Japan: 46

EUROPE

- ESPEC EUROPE GmbH
  - -ESPEC IKLIM KABINLERI SATIS VE MUHENDISLIK LIMITED SIRKETI

ASIA

- SHANGHAI ESPEC ENVIRONMENTAL EQUIPMENT CORP. *
- ESPEC ENVIRONMENTAL EQUIPMENT (SHANGHAI) CO., LTD.
- ESPEC TEST EQUIPMENT (GUANGDONG) CO., LTD. *
- ESPEC TEST TECHNOLOGY (SHANGHAI) CO., LTD.
- ESPEC (CHINA) LIMITED
- ESPEC KOREA CORP. *
- ESPEC ENGINEERING (THAILAND) CO.,LTD
  - -ESPEC ENGINEERING VIETNAM CO., LTD.

U.S.A.

- ESPEC NORTH AMERICA, INC *

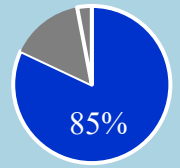
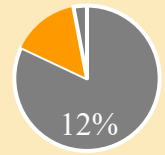
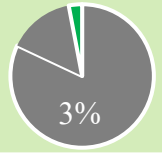
JAPAN

ESPEC CORP. *
- ESPEC ASSIST CORP.
- ESPEC MIC CORP.
- ESPEC THERMAL TECH SYSTEM CORP. *
- COSMOPIA HIGHTECH CORP. *

●: Consolidated Subsidiaries
- : Non-consolidated Subsidiaries

*Denotes company with production functions.

Summary of ESPEC Business (Per Market / Use)

		Main Products	Market	Use	Sales Composition (FY2024)
Equipment Business	Environmental Test Chambers	•Temperature & humidity chamber •Thermal shock chamber •Bench-top type temperature & humidity chamber •HAST chamber •Walk-in type temperature & humidity chamber •Combined temperature & humidity chamber •HALT & HASS test chamber	•Electronic component and equipment market •Automobile market •Semiconductor market •Pharmaceuticals and Foods market •LCD and Organic Electro-Luminescence market	•For R & D •For credibility and evaluation •For production and inspection	
	Energy Device Equipment	•LIB charge-discharge cycle evaluation equipment •LIB safety evaluation system •Fuel cells evaluation system	•Next generation automobile market •Secondary batteries market •Fuel cells market	•For R & D •For credibility and evaluation •For safety evaluation •For production	
	Semiconductor Equipment	•Burn-in system •Semiconductor evaluation system	•Semiconductor market •Automobile market	•For production and inspection •For development and evaluation	
Service Business	After-sales Service and Engineering	•After-sales service •Construction around equipment	•Electronic component and equipment market •Automobile market •Semiconductor market	—	
	Laboratory Testing Services and Facility Rentals	•Laboratory testing services •Resale • Equipment rental •Calibration		•For R & D •For credibility and evaluation	
Other Business	Environmental Conservation	Reforestation (Tree planting), Waterfront biotope restoration, Urban greening			
	Plant Production Systems	Plant factory, Research seedling cultivation systems			

History of Environmental Test

What is Environmental Test

Test to analyze and evaluate effects of environmental factors such as temperature, humidity, pressure, and vibration on various industrial products like electronic components in order to ensure product quality.

1950s
The environmental test was JIS-standardized in Japan for consumer products.


1961 Japan's First Environmental Test Chamber

Low Temperature & Humidity Chamber "Lucifer"

1970s–1990s
"Reliability" and "quality control" became important issues in product development. Demand increased dramatically due to a rapid shift toward computerization and the use of electronic components.



Worldwide Market Share No.1

Over 60% domestic

Over 30% worldwide

* Market shares are ESPEC estimates

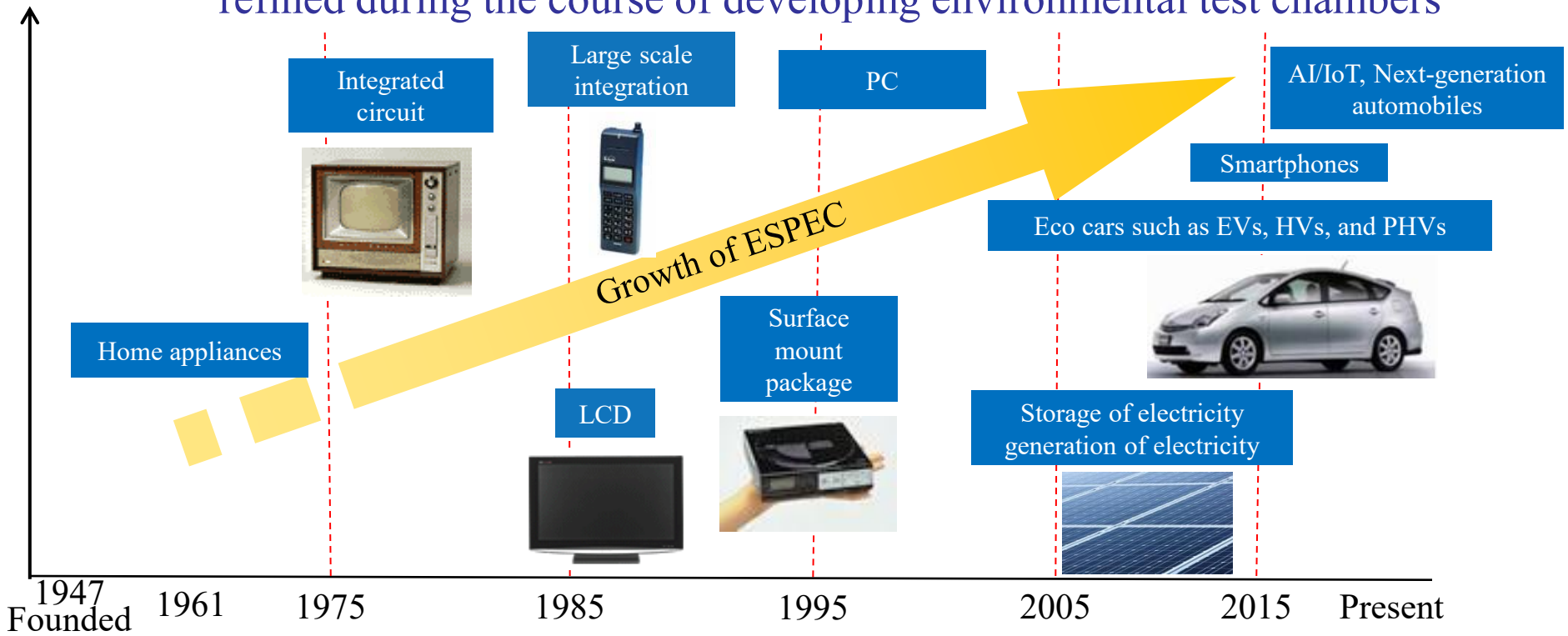
Present
Demand is expanding in the development fields of AI/IoT and next-generation automobiles against the backdrop of digitalization and decarbonization.

Consecutively selected as a winner of Ministry of Economy, Trade and Industry (METI)
"Global Niche Top Companies Selection 100" (FY 2013, FY 2020)

Temperature & Humidity Chamber"Platinous J series"

Transition in Business

Expanding business based on the "environmental creation technology" refined during the course of developing environmental test chambers



ESPEC's Strengths

Top Market Share

Share of Environmental Test Chambers:
Over 30% worldwide, Over 60% domestic (ESPEC estimates)

First in Japan to develop environmental test chambers, rapidly established a brand in Japan and overseas and have held the top market share for many years

Technological Capabilities Product and Service Capabilities

Developed a variety of products with high quality and meeting customer requirements

Production technology capabilities that enable high-mix, low-volume production

Total solutions for environmental tests, including products, laboratory testing services and technical support, and after-sales service capabilities

Global Structure

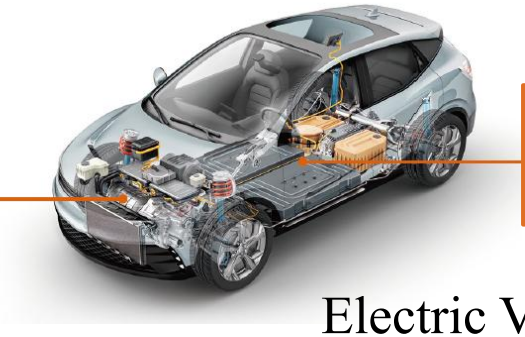
Provide products globally that comply with the needs of respective countries through an extensive global network

- Consolidated subsidiaries: 13 (9 overseas, 4 domestic)
- Overseas production bases: North America 1 company,
  China 2 companies, South Korea 1 company
- Overseas network: 50 locations (countries or territories), 44 companies

Equipment Business: Usage Case with Environmental Test Chambers

Ensure reliability of new technologies and new products by repeatedly testing each component, module and finished product

In-vehicle parts/electrical components
・ECU
・Inverter
・Converter
・Sensor
・Motor
etc.



Automotive Batteries
・Lithium-ion battery
・All solid-state battery
etc.

Electric Vehicle (EV) image

Representative Examples for Environmental Testing

Device	Process/Test Condition		Our Products
【Power Device】 	Inspection	■Thermal shock test: －40℃⇔＋125℃	Thermal shock chamber
		■High temperature exposure: ＋175℃、＋85℃	(Compact size) Oven
		■Burn-in test	Burn-in chamber
【In-vehicle Sensor】 	Inspection	■Temperature cycle test of printed circuit board: －40℃⇔＋110℃	Temperature & humidity chamber (Platinous) /Oven
		■ Temperature characteristic test after soldering: Linear change between -30℃ and +85℃	Burn-in chamber, Rapid-rate thermal cycle chamber
	Evaluation	■ Thermal shock test : －30℃⇔RT⇔＋80℃、－55℃⇔＋155℃	Thermal shock chamber
【CCD／CMOS】 	Production	■ Diffusion Test: +150℃	Compact size Oven
		■ Drying after cleaning: +85℃	Clean Oven
	Evaluation	■Screening: ＋85℃	Temperature chamber (Platinous)／Burn-in chamber
	Inspection	■Temperature and humidity test: ＋85℃／＋85%rh、＋60℃／90%rh	Temperature & humidity chamber (Platinous)
		■Acceleration test: ＋120℃／100%rh	HAST chamber
		■ Thermal shock test : －40℃⇔＋125℃、－20℃⇔＋85℃	Thermal shock chamber

Equipment Business: Main New Products

Release Date	Name of product	Features
Dec. 2025	Walk-in Temperature & Humidity Chamber for High Heat-generation Loads	-Handling high heat-generation loads for AI server reliability testing. -Enables testing compliant with ASHRAE standards used for server reliability evaluation.
Oct. 2025	Highly Accelerated Stress Test System (HAST Chamber) Model supporting large substrates	-Meeting testing demands in the AI semiconductor and autonomous driving markets. -Capable of evaluating a large number of samples in a single test, and improving testing efficiency
Apr. 2025	Ultra-Low-Temperature Shock Freezer	-Preservation of perishable food freshness through rapid freezing to an ultra-low temperature of -70° C -Automatically completes the entire process of food freezing, storing, defrosting and reheating
Apr. 2025	Rapid-Rate Thermal Cycle Chamber High-Performance Model	-Capable of specimen temperature ramp control at a rate of 20K/min -Complies with semiconductor package reliability test standards and international standards for electronics and automotive markets, among others
Jan. 2025	Expansion of Commissioned Measurement Services (Thermal Dependent Warpage Measurement Service / Thermal Image Analysis Service)	-Thermal Dependent Warpage Measurement System: Supports reflow oven temperature environment (up to 260℃) and large substrate sizes -Thermal Image Analysis System: High-speed, high-precision thermal image analysis
Nov. 2024	Low Temperature (& Humidity) Chamber Featuring R-449A low GWP* refrigerant Platinous J Series ECO Type	-Offers up to a 70% reduction in power consumption compared to current models through proprietary refrigeration technology.
Oct. 2024	Rapid-Rate Thermal Cycle Chamber Premium Excellent Series (EC-28PXHH) Featuring R-473A, R449A Low GWP* Refrigerant	-Launched by COSMOPIA HIGHTECH CORP., a group company. -Capable of rapid temperature change testing in compliance with international testing standards.

*GWP：Global Warming Potential. The smaller the value, the less environmental impact.

Equipment Business: New Product Introduction 1

Launched low temperature (& humidity) chambers Platinous J Series ECO Type with low-GWP refrigerant

- In November 2024, launched the ECO Type in the Platinous J Series, the global standard model for environmental test chambers
- Proprietary refrigeration technology reduces power consumption by up to 70% compared to conventional models, contributing to the reduction of greenhouse gas emissions by adopting low- GWP* refrigerant “R-449A”

low temperature (& humidity) chambers
Platinous J Series ECO Type

First domestic launch by COSMOPIA HIGHTECH of a rapid temperature change device using low-GWP refrigerant

- In October 2024, COSMOPIA HIGHTECH, part of our Group, launched the first domestic rapid temperature change device equipped with low-GWP* refrigerant “R-473A”
- Complies with international test standards and contributes to the reduction of greenhouse gas emissions

Rapid Temperature Change Device Premium Excellent Series
(EC-28PXHH)

*GWP：Global Warming Potential. The smaller the value, the less environmental impact.

Equipment Business: New Product Introduction 2

Commissioned Measurement Services

Contribute to improving the accuracy of thermal analysis CAE and heat dissipation design of semiconductor packages, mounting substrates, etc.

(Expansion in Jan. 2025)

- Thermal Dependent Warpage Measurement Service
  - Visualize the warpage deformation of semiconductor packages and mounting substrates
  - Supports reflow oven temperature environment (-40℃ to +260 ℃)
  - Supports large substrate sizes up to 300 mm
- Thermal Image Analysis Service
  - Visualize the temperature distribution of specimens under constant temperature environment (-40 ℃ to +100 ℃)

Thermal Dependent Warpage Measurement Service

-70°C Ultra-Low Temperature Shock Freezer for delicious rapid freezing

- In April 2025, launched the “Ultra-LowTemperature Shock Freezer” capable of freezing food rapidly at -70°C, preserving freshness even for perishable items
- Enables freezing in a low airflow environment, preventing food from drying out, and allows a seamless process from freezing to thawing and reheating in a single unit

Ultra-Low Temperature Shock Freezer

Equipment Business: Examples of Products Delivered 1

Walk-in Type Temperature (& Humidity) Chamber, for building materials

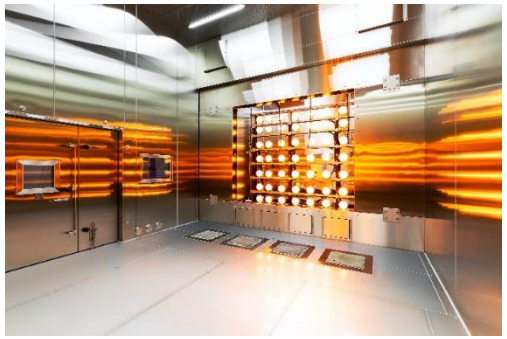
(Delivered in Jul. 2018)

Uses:

Reproduce the environment inside apartments (temperature and humidity) and outdoors (weather such as rain, snow, and sunlight), conduct performance evaluations and durability tests of building materials for sash, balcony, etc.

Walk-in Type Temperature (& Humidity) Chambers, for use for building materials

Temperature (& Humidity) Chambers are movable so that building materials for testing can be easily changed



Furnished with irradiation equipment and watering (rain) equipment, to reproduce an outdoor weather environment

Equipment Business: Examples of Products Delivered 2

Smart System Research Facility, Fukushima Renewable Energy Institute, AIST (Koriyama city, Fukushima)

(Delivered in Mar. 2016)

Product delivered:

Large Walk-in Type Temperature & Humidity Chamber

Uses:

Performance and safety evaluation for large power conditioners for solar power generation Supports heat generation loads of 100 kw and large weights (21 tons)

Large Walk-in Type Temperature & Humidity Chamber

National Laboratory for advanced energy storage technologies (NLAB), National Institute of Technology and Evaluation (Nanko, Osaka City)

(Delivered in Mar. 2016)

Product delivered:

1. Walk-in Type Temperature & Humidity Chamber for charge- discharge testing
2. External short-circuit testing equipment (energy devices equipment)

Uses:

1. Evaluate the performance of storage batteries by repeatedly charging and discharging them
2. Evaluate safety by confirming that storage batteries will not catch fire or rupture if they short circuit

Walk-in Type Temperature & Humidity Chamber for charge-discharge testing

Equipment Business: Usage Case with Energy Device Equipment

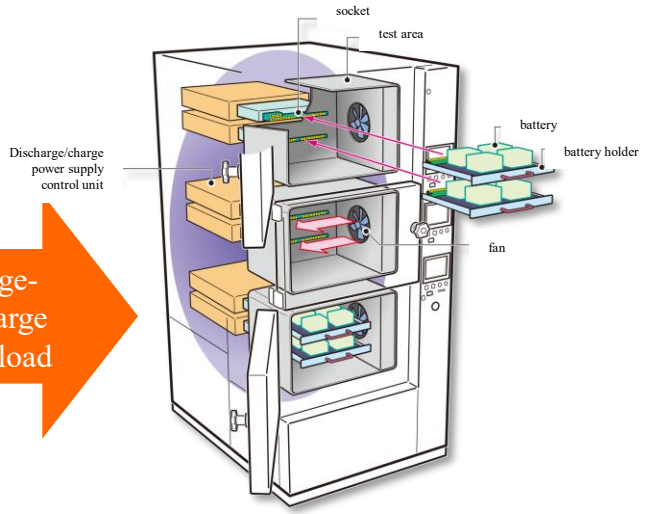
Charge-discharge Cycle Evaluation Equipment

Equipment for ensuring the reliability and safety of lithium-ion secondary batteries for next-generation vehicles (e.g., hybrid and electric vehicles)

Secondary Battery Charge-Discharge Evaluation System

Secondary Batteries

Charge-discharge cycle load



Checking the charge-discharge characteristics of secondary batteries

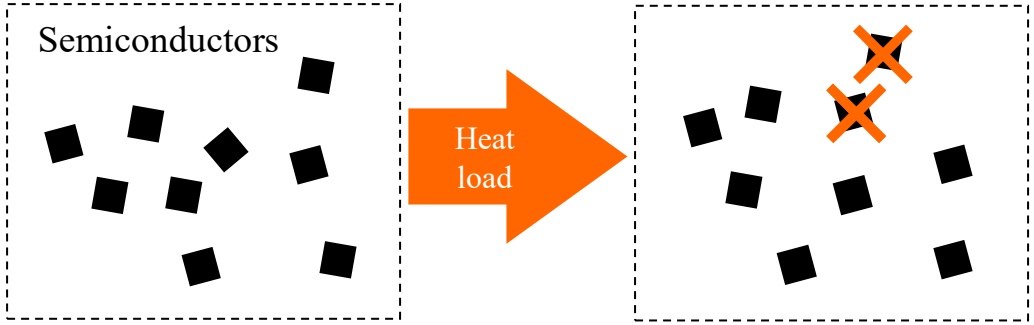
Evaluating the performance and life of secondary batteries

Equipment Business: Usage Case with Semiconductor Equipment

Screening

Eliminate defective products to maintain initial-period quality at the final inspection stage of semiconductor device manufacturing

Burn-In Chamber

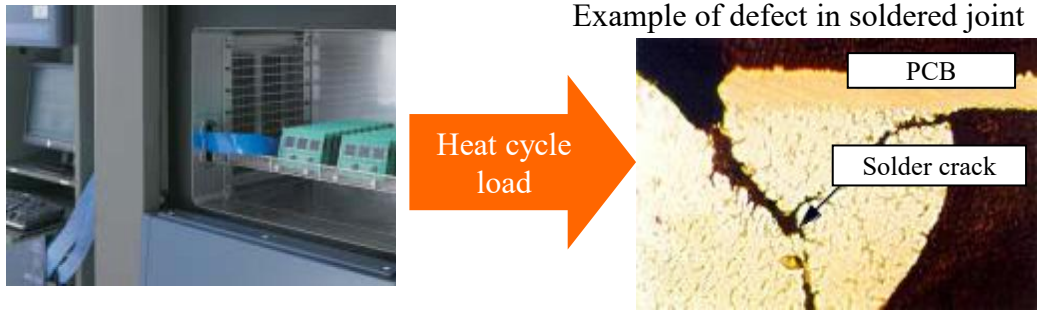


Elimination of latent early failures

Reliability Evaluation

Used to evaluate basic failure patterns to ensure reliability in the development of new technologies

Conductor Resistance Evaluation System



Electrical evaluation of reliability of joints in electronic parts

Service Business

After–Sales Service and Engineering

Preventive maintenance of products, maintenance service, and the upgrading/improvement and installation/relocation of products

■ Speedy response via one of the most extensive networks in Japan

■ Providing “network services” utilizing mobile device (SIM) communications and cloud computing

Laboratory Testing Services and Facility Rentals

Laboratory testing, analysis, and evaluation; consulting; equipment rental; sales of used products; calibration of test equipment, etc.

■ The company has Five laboratory testing centers in Japan, one in Thailand, two in China.
(Japan: Utsunomiya, Toyota, Kariya, Tokoname and Kobe, Thailand, China: Shanghai, Suzhou)
- The centers in Japan are also recognized as official calibration facilities under the Japan Calibration Service System (JCSS).

■ xEV Battery Safety Test & Certification Center provides one-stop testing and certification service for automotive secondary battery safety compliant with United Nations regulations
- In October 2014, entered into business alliance with TÜV SÜD Japan Ltd., a third-party certification agency
- In September 2015, opened in Utsunomiya City, Tochigi Prefecture, and in February 2025, opened in Tokoname City, Aichi Prefecture.

Tochigi xEV Battery Safety Test & Certification Center
(within the Utsunomiya Technocomplex)

■ Acquire ISO/IEC 17025* test facility certification in the three fields of automobiles, trains and airplanes.

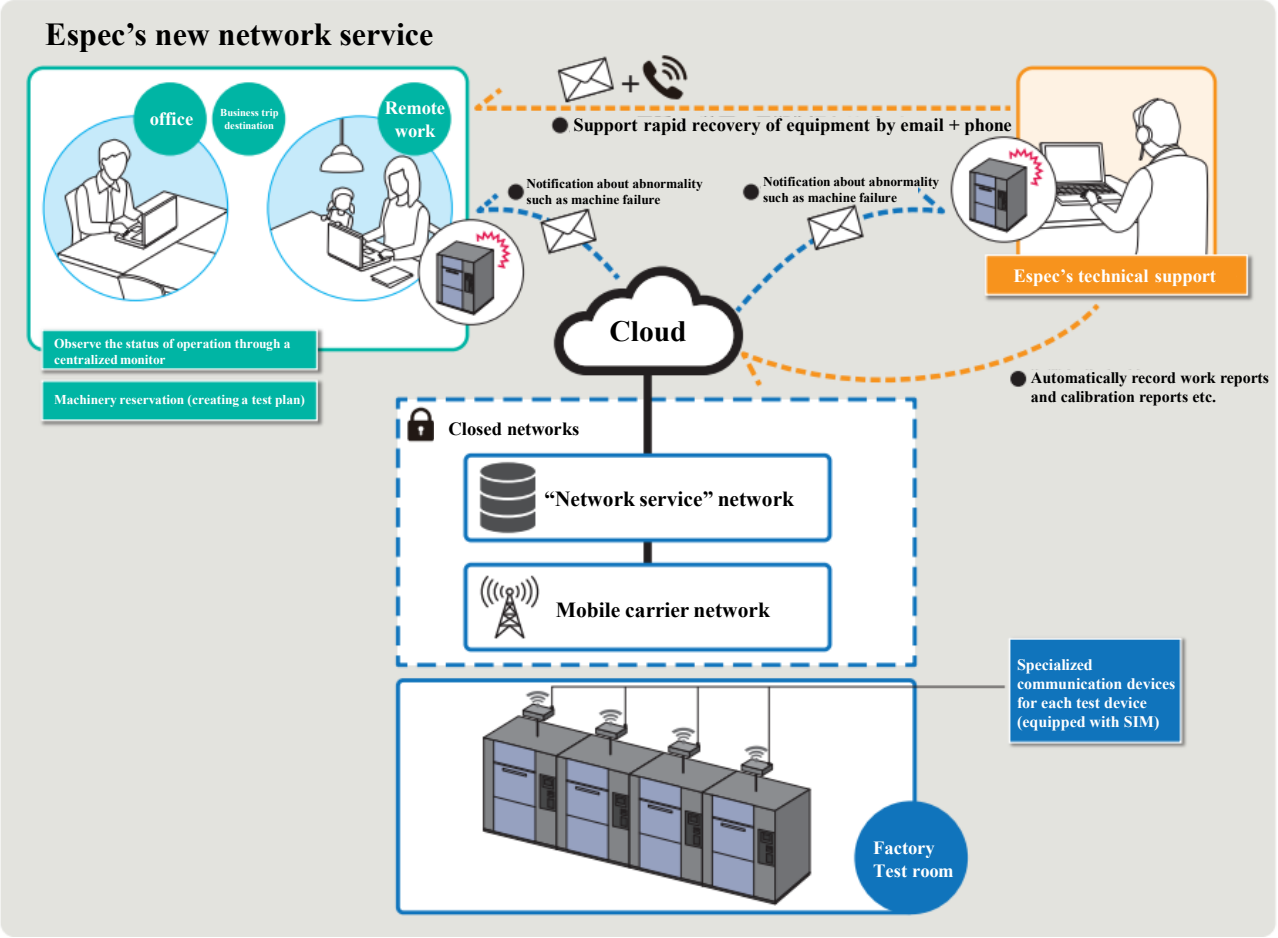
■ First in Japan The Toyota Test Center addressing all test items set forth by the LV124 German Automotive Manufacturer Testing Standards.

* ISO/IEC 17025: An international standard in which an authoritative third-party organization certifies whether a test facility or calibration organization is capable of producing accurate measurements or calibration results.

Service Business: After–Sales Service

"Network service" utilizing mobile communications and cloud computing.
Eases the burden on customers' tests and machinery management, and reduces equipment downtime.

(Started in Apr. 2022)



Service Business: Laboratory Testing Services

First Compliant with United Nations Regulations in the World
Tochigi xEV Battery Safety Test & Certification Center

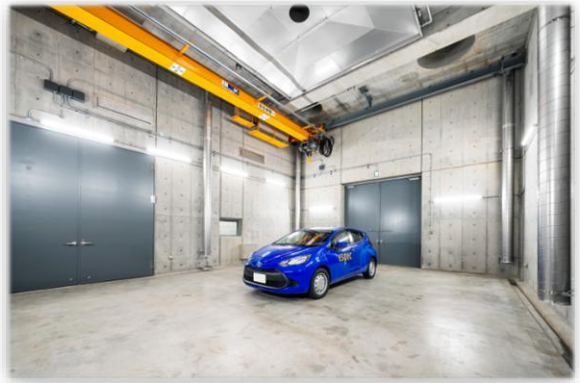
- In September 2015, opened in Utsunomiya Technocomplex.
- Provide a one-stop service to support the implementation of 9 safety tests and applications for certification by agencies, as stipulated by UN ECE R100-2. Part II, a United Nations regulation.

Crush Testing Equipment
(No. 1 Safety Test Room)

No. 2 Safety Test Room

Aichi xEV Battery Safety Test & Certification Center, One of Japan's Largest Dedicated Automotive Rechargeable Battery Testing Centers

- Opened in February 2025 at the Tokoname site of Aichi Next Generation Mobility Test Lab.
- Supports larger and higher capacity automotive rechargeable batteries with cutting-edge testing facilities.



A safety testing room that can accommodate one car

Service Business: Laboratory Testing Services

Supporting testing of a wide range of
in-vehicle electrical components
including automation modules

- In September 2019, Toyota Test Center became compatible with all test items set forth by the LV124 German Automotive Manufacturer Testing Standards.
- In April 2025, functions were expanded to simulate the usage environment while EV and automation modules are in operation, and services were newly enhanced for conducting evaluation and measurement.

Toyota Test Center

First Commissioned Testing Service in Japan
Powered 100% by Renewable Energies

- Since April 2021, commissioned testing services at five test centers across Japan (Utsunomiya, Toyota, Kariya, Kobe, Tochigi xEV Battery Safety Test & Certification Center and Aichi xEV Battery Safety Test & Certification Center) have been provided using renewable energies.
- Contributing to the reduction of CO2 emissions in customers' supply chains.

GREEN POWER

Test reports from tests conducted at ESPEC's testing centers receive the Green Power logo to clearly indicate zero CO2 emissions during testing.

Other Business

Environmental Preservation

■ Reforestation (Tree planting)

Recovery of local forest by selecting species and planting out seedlings using potential natural vegetation data.

■ Waterfront biotope restoration

Reconstruction of natural environment, development of vegetative revetments, and water quality improvement using aquatic plants.

■ Urban greening

Provision of roof and wall greening systems that use moss to effectively alleviate heat island effect.

Plant Production Systems

Plant factories and research seedling cultivation systems that optimally control light, temperature, humidity, nutrients, and other factors necessary for plant growth.

Plant factory

Phyto-toron

Other Business: Plant Production Systems

Joint Development with NARO Cultivation Environment Emulator

- Obtained a patent jointly with the National Agriculture and Food Research Organization (NARO) and others in October 2022*.
- Precisely reproduces seasonal carbon dioxide concentration, temperature, humidity, etc.
- Contributes to development of crop production technologies adapted to climate change.

Cultivation Environment Emulator

* ESPEC MIC Corp. jointly obtained the patent with the National Agriculture and Food Research Organization (NARO), Riken and the Agri Open Innovation Institute.

Produced a high value-added vegetables using deep sea water

- Production and sales of vegetables high in minerals with the use of deep sea water at a plant factory near Haneda Airport.

Interior of the plant factory and factory-produced vegetables “mineraleaf”

Other Business: Environmental Preservation/ Plant Production Systems

At Expo 2025 Osaka-Kansai
cooperating in venue greening and aquaponics exhibitions

■Provision of planted mats and seedlings at the venue

- Supplying mats planted with Japanese native cogon grass and seedlings of silver grass for the “Grand Ring”, and wild grasses and aquatic plants to border the pond’s edge in the “Forest of Tranquility”.
- Also supplying for the EXPO National Day Hall, Hungary Pavilion, Kuwait Pavilion, Signature Pavilions, etc.

The Grand Ring

■Cooperation in exhibitions at the Osaka Healthcare Pavilion

- Collaboration with the Osaka Metropolitan University R&D Center for the Plant Factory to support aquaponics exhibits.
- Provision of vegetable cultivation technologies and expertise.

What is aquaponics?
A recycling production system that combines hydroponics and land-based cultivation. Bodily waste from fish is decomposed by microorganisms and used as a source of nutrients needed to grow plants. This enables vegetables to be grown either without using chemical fertilizers or reducing the amount of their use.

Aquaponics “Cradle of Life”

Other Business: Examples of Products Delivered

■Arid Land Research Center, Tottori University

(Delivered in Mar. 2016)

Products delivered:

Experimental System for Analyzing Responses of Dryland plants to Climate Changes (2 units)
(Simulates the climates of arid lands, including high temperature, low humidity, strong sunlight, and high winds)

Uses:

Plant cultivation experiments and experiments to develop efficient water-usage technologies in arid lands, research to solve issues facing arid lands

Experimental System for Analyzing Responses of Dryland plants to Climate Changes

Experiment in progress
(Testing wheat for drought stress)

Introduction to ESPEC's All Weather Simulation Chamber (in the Kobe R&D Center)

Opened the world's first All Weather Simulation Chamber
Encouraging open innovation and strengthening environmental creation technology

(Mar. 2021)

Replicates dynamic climate environments with high-precision control and variation of seven environmental factors (temperature, humidity, snow, fog, rain, sunlight and wind)

■ All Weather Simulation Chamber

Test chamber: Width 6 m x Depth 9 m x Height 3 m
A black coating is applied to suppress the diffuse reflection of light.

■ Examples of tests in dynamic environments

(1) Tests to replicate the change from sleet to snow

Snow with different amounts of water content can be replicated, including snowfall at temperatures around 0°C, which is close to snowfall in a natural environment. By controlling the snow quality and temperature, the laboratory replicates the change from sleet to snow. The laboratory can confirm the performance of automated driving sensors for which snow accretion has become a problem.

(2) Experiment to replicate the change from rain to fog

The laboratory controls the thickness, temperature and humidity of fog and replicates the change from rain to fog. The laboratory can confirm the performance of automated driving sensors in response to the effects of fog.

Reference

Sustainability Initiatives

ESPEC CORP.
February 19, 2026

About ESPEC's Sustainability

Guided by our corporate philosophy,
"THE ESPEC MIND," ESPEC will help to solve social and environmental issues through businesses centered on environmental creation technology, with the aim of achieving sustainable growth.

Corporate Philosophy

Our important values that have been passed on since our inception

“THE ESPEC MIND” (Excerpt)

The Origin	Aim for better value exchange as a public institution
Mission	Provide more certain Seikankyo (living environment) via environmental creation technology
Style	Progressive, Reliable, Open, Fair
Declaration	What ESPEC promises society “compliance, ” “ culture, ” “ human rights, ” “ the environment, ” “education/enlightenment. ”

Sustainability Policy and Materiality

Looking toward sustainable growth, we formulated a sustainability policy, and identified materiality (important issues) that must be addressed in order to produce social and economic value.

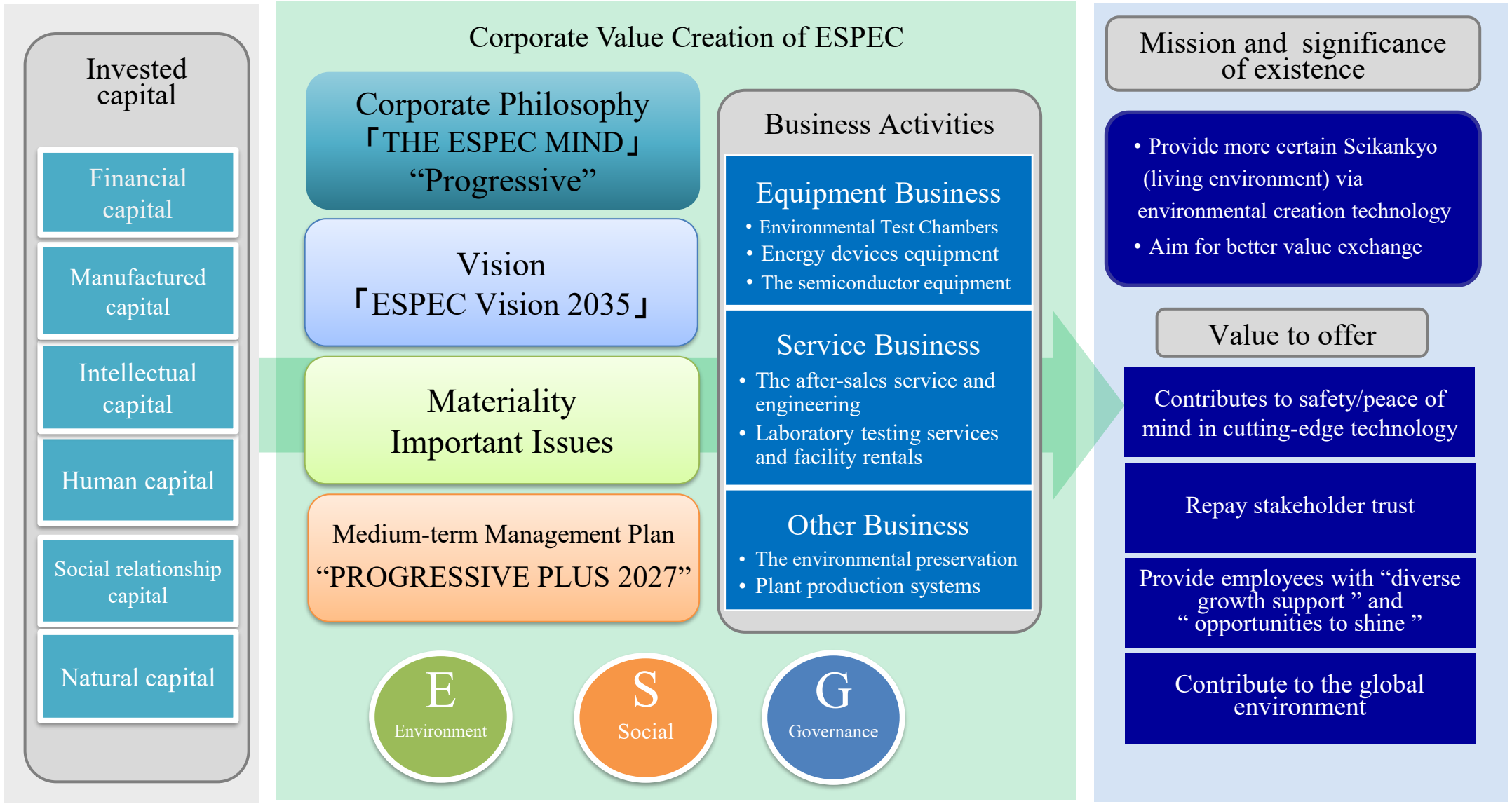
Sustainability Policy

- By putting our corporate philosophy (THE ESPEC MIND) into practice, we are working to create and improve both social value and economic value.
- By maintaining a good exchange of value with our stakeholders, we are aiming for continuing growth.
- Based on ESPEC Vision 2025, we will contribute to solutions for the global environment and social issues through our business activities, centering on Environmental Creation Technology.
- We will engage in active disclosure of information related to sustainability.

Materiality

- Solve social challenges through global business
- Provide products and services with responsibility
- Be environmentally friendly
- Securing and cultivating diverse human resources
- Respect for human rights
- Use of digital technologies
- Enhancement of group governance

Corporate Value Creation Process



ESPEC's Business

Equipment Business

Contribute to the development of advanced technologies
through the supply of products and services leveraging environmental creation technology

•Supply products and services that contribute to the development of advanced technologies to solve social and environmental issues

●Environmental Test Chamber

Supply environmental test chambers that artificially replicate environmental factors such as temperature and humidity, thereby ensuring the reliability of products

●Energy Device Equipment

Supply evaluation systems for secondary batteries and fuel cells installed in eco cars

●Semiconductor Equipment

Supply products such as burn-in chambers and systems for semiconductor inspection and measurement and evaluation systems

Temperature & Humidity Chamber
"Platinous J series"

Drive-In Chamber for Vehicle Testing

Burn-In chamber
for semiconductor inspection

Secondary Battery Charge-Discharge
Evaluation System

ESPEC's Business

Service Business

Contribute to the development of advanced technologies
through the supply of products and services leveraging environmental creation technology

•Supply products and services that contribute to the development of advanced technologies to solve social and environmental issues

●After-sales Service and Engineering

Conduct product maintenance and preventive maintenance so that customers can use systems with peace of mind.

Technical support using IT

●Laboratory Testing Services

Provide laboratory testing services based on technologies and testing expertise developed through environmental tests.

Capable of performing various safety tests for secondary batteries compliant with United Nations regulations and other standards
Battery Safety Testing Center

ESPEC's Business

Environmental Conservation Business

Contribute to biodiversity conservation

Environmental conservation business to restore the natural environment, including reforestation (tree planting) that contributes to biodiversity and CO2 fixation, waterfront biotope restoration to restore natural rivers, and grassland creation using native species.

A forest restored along the approach to Rinno-ji Temple in Sendai

Waterfront biotope restoration on the Sumida River Terrace in Tokyo

Plant Production Systems Business

Contribute to a stable food supply to address global warming and extreme weather

Provide plant factories and research devices that can efficiently produce vegetables by controlling temperature, light, and other factors, as well as systems such as aquaponics that circulate water and nutrients to grow vegetables and fish together.

Plant factory using deep sea water
Produce and sell vegetables high in minerals

Experimental System for Analyzing Responses of Dryland Plants to Climate Change
(Arid Land Research Center, Tottori University)

Products and Services that Contribute to Resolving Environmental and Energy Issues

■ Product lineup to evaluate the performance and durability of secondary batteries, fuel cells, solar batteries and power devices

Secondary Battery Charge-Discharge Evaluation System

Fuel Cells Evaluation System

Temperature Cycle Test System for Solar Battery Modules

Power Cycle Test System for Power Device

■ xEV Battery Safety Test & Certification Center compliant with United Nations regulations on the safety of automotive secondary batteries

- In October 2014, entered into business alliance with TÜV SÜD Japan Ltd., a third-party certification agency
- In September 2015, opened in Utsunomiya City, Tochigi Prefecture, and in February 2025, opened in Tokoname City, Aichi Prefecture

Tochigi xEV Battery Safety Test &Certification Center

■ Laboratory testing services using 100% renewable energies (domestic)

Environment Targets / Mid-term Plan on the Environment

Environment Targets for FY2030

Reduce greenhouse gas emissions by 60% for SCOPE 1+2, 30% for SCOPE 3 (compared with FY2019 levels)

In July 2023, received Science Based Targets (SBT) certification from the international SBT Initiative*

*SBT Initiative
An international initiative that encourages firms to set scientifically-grounded targets for reducing greenhouse gas emissions so that the goals of the Paris Agreement may be achieved. Jointly managed by CDP, which is an NGO involved in environmental information disclosure, UNGC (United Nations Global Compact), WRI (World Resources Institute), and WWF (World Wide Fund for Nature).

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

The 8th Mid-Term Plan on the Environment (FY2022-FY2025)

Basic Policy: “Contributing through business with customers involved with developing green technologies”
Strengthening efforts toward combating global warming and conserving biodiversity

■ Environment Targets for FY2025

- Reduce greenhouse gas emissions by 55% for SCOPE 1+2 and 10% for SCOPE 3 (compared with FY2019 levels)
- Contribution of 95t (total) of carbon fixation through 50,000 trees planted by ESPEC MIC Corp.
- Biodiversity conservation activities through the “ESPEC’s 50-Year Forest” in Sanda City, Hyogo Prefecture

Biodiversity Preservation Initiatives (1)

Kobe R&D Center, a hub for biodiversity preservation activities
ESPEC Bambi-no-Sato Certified as a “Natural Symbiosis Site” by the Ministry of the Environment

The site has a forest of approximately 30,000 trees comprising native plant species, planted and grown by employees; rooftop green space using plant species native to the northern Rokko region on the roof of the technology development building; and a biotope made up of two ponds and a stream.
In October 2023, Certified as “Natural Symbiosis Site by the Ministry of the Environment. In August 2024,it was registered as an OECM* in the international database.

全国みどりの工場大賞
National Award for Greenery Factory

Received 2024 Minister of Economy, Trade and Industry Award, at the National Award for Greenery Factory sponsored by METI.

ABINC

Renewal of the ABINC Certification of the Association for Business Innovation in harmony with Nature and Community (ABINC) in FY2025.

*OECM (Other Effective Area-based Conservation Measures): Areas outside protected areas that contribute to biodiversity conservation

Biodiversity Preservation Initiatives (2)

Biodiversity conservation activities “ESPEC’s 50-Year Forest”

- In November 2022, started the forest creation for “ESPEC’s 50-Year Forest” using the “corporate forests” system under the Ministry of Agriculture, Forestry and Fisheries in Sanda City, Hyogo Prefecture
- Held a total of three tree-planting festivals by April 2024.
- Approximately 400 employees and others participated in planting a total of 12,000 trees over the past two years

The 3rd Tree-Planting Festival
Seeds were selected based on carbon fixation and biodiversity functions.

ESPEC Foundation for Earth Environment Research and Technologies

- Provides funding support every year for research, technology development on global environmental conservation
- Grants totaling ¥173.9 million have been provided to a total of 344 groups over the past 27 years since the Foundation was established in 1977

28th award ceremony

Initiatives to Maximize Human Resources

Improving the quality of corporate culture and organizational management

- Round-up Training Course, Direct Communication sessions, Company-wide event, 1 on 1 meetings, address people with “ san” rather than their job titles
- Engagement surveys, personnel assessments, and 360° Surveys
- A performance evaluation system that fosters ambition and growth

Individual growth support

- Career training
- Support for language study
- Recurrent education
- Remote learning

Company
- Diverse growth support
- Providing opportunities to shine

Enhancing corporate value

Sharing the joy of growth
Employees and management joining together in vigorous activity

Employees
- Independent growth
- Work satisfaction

Management strategy-linked human resources development

- Training of next-generation management
- Global human resources
- DX personnel and digital personnel

Diversity and inclusion Ensuring employee health and safety

- Promoting the utilization of women and senior citizen employees
- Health promotion, mental healthcare
- Increasing the rate of disability hires
- Implementation of human rights and harassment education

Contributions to Society

ESPEC Smile Club: a donation system featuring employee participation

- Donated to an organization that conducts CSR activities related to children and medical care through the matching gift system in which the Company matches donations made by employees.
- In April 2025, We donated a total of 907,700 yen to Save the Children Japan's "Gaza Strip, Palestinian Authority - Emergency Assistance" and "2024 Noto Peninsula Earthquake Emergency Child Support".

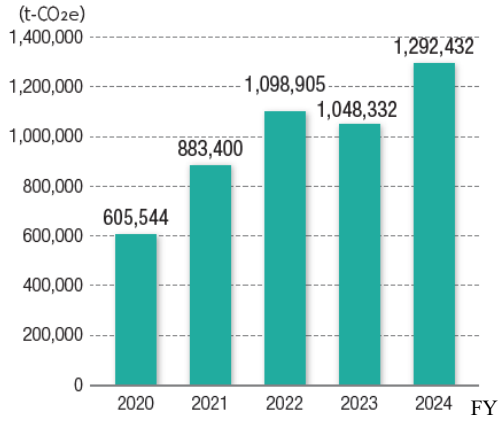
Vegetables harvested at a plantation staffed by workers with disabilities were donated to children's cafeterias

- Periodically donated vegetables harvested at ESPEC Smile Farm*, a plantation staffed by workers with disabilities, to local children's cafeterias

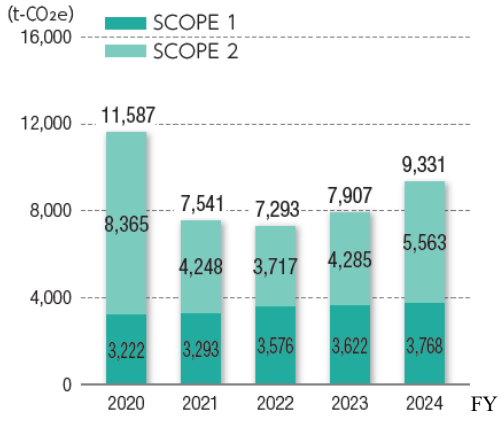
* Opened in November 2021 in a rental farm operated by a company that supports employment of people with disabilities. 4 individuals were hired to work at ESPEC Smile Farm, specifically 3 staff members with disabilities and 1 farm foreman.

Non-Financial Data (1)

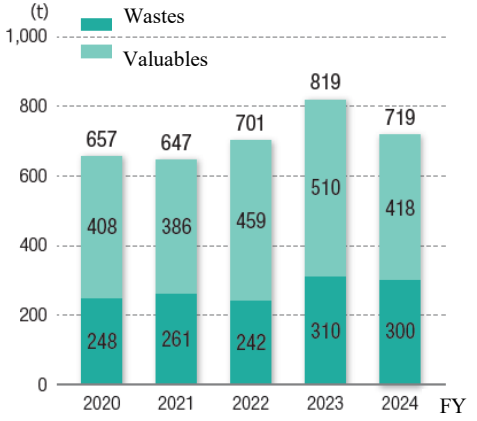
Greenhouse gas emissions
Total of SCOPE 1 + 2 + 3 (consolidated*)



Greenhouse gas emissions
Total of SCOPE 1 + 2 (in-house emissions)(consolidated*)



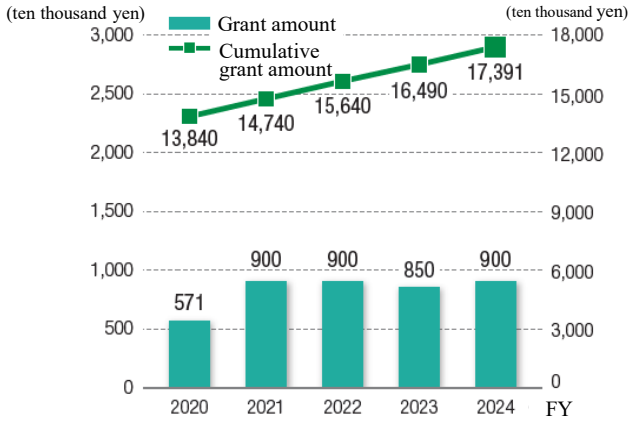
Total amount of Discharge (non-consolidated)



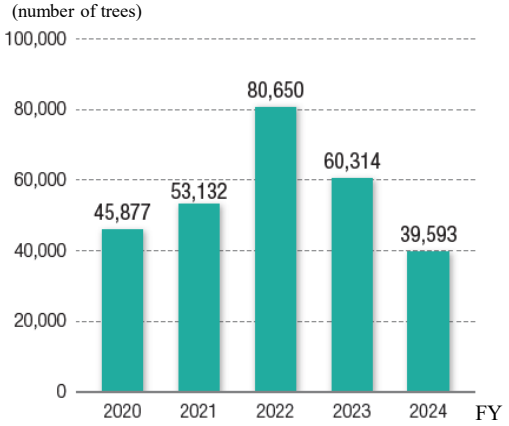
*Excludes the Cosmopia Hightech Corp., which was made a consolidated company in August 2023.

Certification acquisition rate for the Certification Test for Environmental Specialists (Eco Test) (non-consolidated)

Grants from the ESPEC Foundation for Earth Environment Research and Technologies



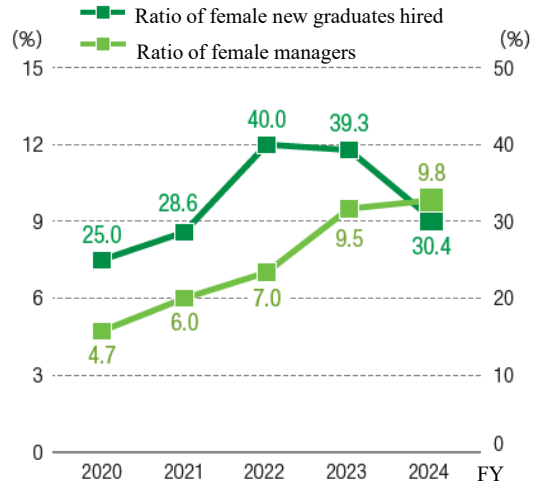
Number of trees planted through environmental preservation business



*Actual results for ESPEC MIC CORP.

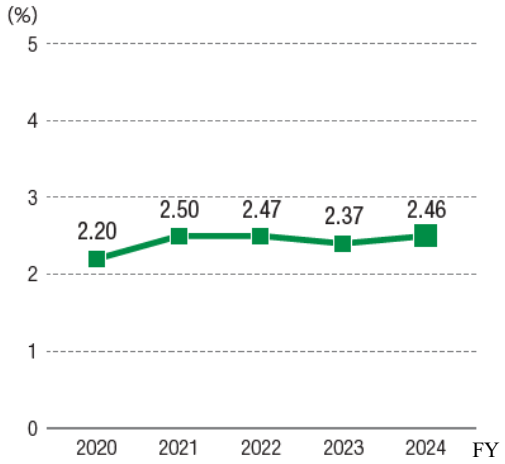
Non-Financial Data (2)

Ratio of female managers
Ratio of female new graduates hired
(non-consolidated)



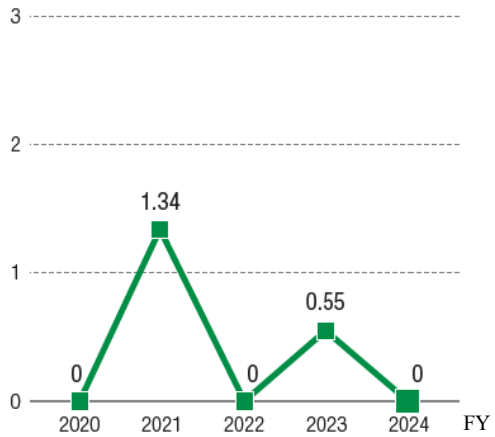
*As of beginning of each fiscal year

Percentage of employees with disabilities
(non-consolidated)



*As of the end of each fiscal year

Frequency rate* (non-consolidated)



*Number of accidents with sick leave
/total number of worked hours × million hours

Non-Financial Data (3)

		Unit	2021/3	2022/3	2023/3	2024/3	2025/3
Number of Employees*1 (Consolidated total)		Persons	1,526	1,628	1,691	1,775	1,860
Number of Employees*1 (Non-consolidated)	Male	Persons	658	643	636	633	663
	Female	Persons	122	127	142	157	175
	Total	Persons	780	770	778	790	838
Average years of service (Non-consolidated)		Years	19.2	19.1	17.2	17.0	15.3
Average age (Non-consolidated)		Years old	43.1	43.0	41.2	41.4	40.3
Turnover rate*2 (Non-consolidated)		%	2.3	1.6	1.4	3.3	2.3
Average overtime hours (Non-consolidated)		Hours	11.0	15.5	22.6	20.1	21.9
Average number of paid holidays taken (Non-consolidated)		%	65.8	69.1	75.1	74.3	77.8
Average wage difference between male and female (Non-consolidated)		%	-	-	70.3	72.5	73.5
Ratio of employees taking childcare leaves (Non-consolidated)	Male	%	12.5	30.8	13.3	52.9	56.0
	Female	%	100	100	100	100	100
Investment in employee education and development (Non-consolidated)		million yen	-	-	101	129	135
Occupational accident (excluding cases without lost workdays) (Non-consolidated)		Cases	0	2	0	1	0
Composition of Board of Directors*3 (Non-consolidated)	Ratio of independent outside*4	%	25	25	40	40	40
	Female ratio*4	%	0	0	20	20	20
Total number of reports to the internal hotlines (Non-consolidated)		Cases	0	0	0	1	0
Number of compliance issues (Non-consolidated)		Cases	2	1	3	2	2

*1 The number of employees is as of the end of each fiscal year.
*2 Retirees are excluded.
*3 The Company has transitioned from a company with an Audit & Supervisory Board to a company with an Audit & Supervisory Committee in June 2022.
*4 The number of female directors (including executive officers) is as of the end of June of each fiscal year.

External Recognition

■ ESG-Related Evaluations

- Included in the ESG index “FTSE Blossom Japan Sector Relative Index”
  Included in the ESG index “S&P/JPX Carbo Efficient Index”
- Rated “B” score for the sixth consecutive year in the CDP Climate Change Survey,
  Water Security receives “B-” score for second consecutive year
  Selected as Supplier Engagement Leader for three consecutive years, the Top Rank in the Supplier Engagement Ratings
- Selected for the second consecutive year as an Asia-Pacific Climate Leader by the Financial Times in the UK and German data provider Statista
- Received a 3.5-star rating in the NIKKEI Sustainable Management Survey, SDGs Edition
- Received a 3-star rating in the NIKKEI Sustainable Management Survey, Smart Work Edition
- The Kobe R&D Center received the Minister of Economy, Trade and Industry’s Award as the National Award for Greenery Factory
- Received the Platinum Kurumin certification from the Minister of Health, Labour and Welfare as a company supporting child-raising.
- Earned the “Three Star Certification” under the “Osaka City Leading Company in Women’s Participation” and also certified as a “Company Promoting Ikumen”

■ IR Website Evaluations

-Awarded a Silver Prize in the Gomez IR Website Ranking (5th in its industry)
-Awarded as an excellent company in the Gomez ESG Website Ranking
- Selected as a Commendation Award of the Internet IR Award of Daiwa IR
- Selected as a “GRADE AAA” company website in the Nikko Investor Relations’ All-Japanese Listed Companies’ Website Ranking

These materials contain forward-looking statements, including the Company's present plans and forecasts of performance, that reflect the Company's plans and forecasts based on the information presently available. These forward-looking statements are not guarantees of future performance, and plans, forecasts, and performance are subject to change depending on future conditions and various other factors.

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Quality is more than a word