TMH
Technology Makes Happiness

TMH Inc.
FY Ending Nov. 2025 Full-Year Consolidated Financial Results Briefing & Medium-Term Management Plan

Tokyo Stock Exchange Growth Market / Fukuoka Stock Exchange Q-Board: 280A
Prepared on January 14, 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

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FY2025 Consolidated Financial Highlights

Revenue and profit were in line with the plan, measured against the upper end of the guidance range. Net sales increased 43% year on year.

Owing to a substantial increase in equipment sales, performance exceeded the high-end scenario of our plan.Net sales increased 43.4% year on year, and operating profit increased 9.9% year on year.

(Unit: Million yen)	FY2025 Consolidated Plan	FY2025 Consolidated Results	Notes
Sales	7,871 ~8,366	**8,628** +3.1% vs. the upper end (of the range)	Up JPY 2,611 million YoY (+43.4%) Overall performance remained strong, with revenue up 43% YoY. Equipment sales: +2,294 million yen YoY (+44.9%) Parts sales, repair services and others: +317 million yen YoY (+34.9%)
Operating Profit	296 ~366	**355** -2.8% vs. the upper end (of the range)	Operating profit increased by JPY 32 million YoY (+9.9%). We prioritized gaining market share and executed our expansion initiatives. As a result, profit increased year on year in absolute terms.
Profit attributable to owners of parent	192 ~240	**249** +3.9% vs. the upper end (of the range)	Driven by higher revenue and operating profit, net profit also exceeded the plan by 3.9%.

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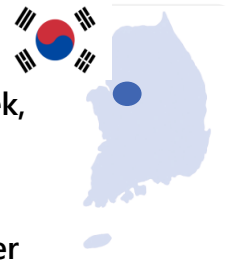
Key Business Updates for the Fiscal Year
Strengthening Global Sourcing Capabilities and Technical Expertise.

①Korea subsidiary: business expansion

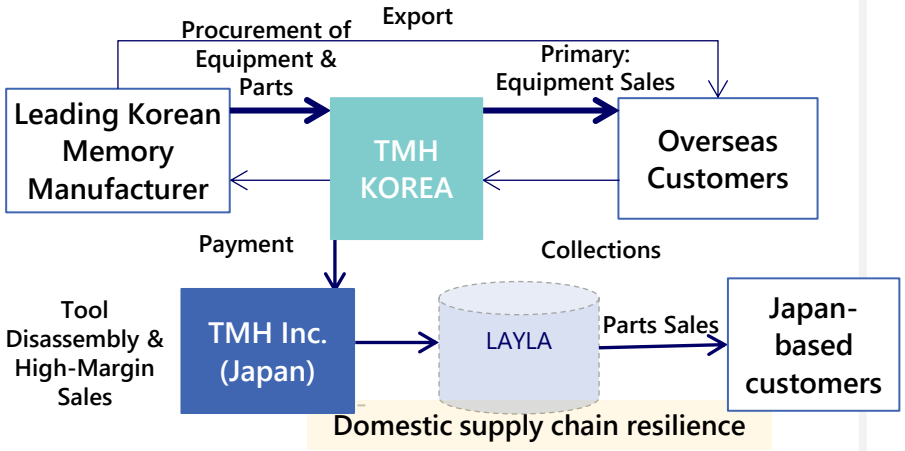
Summary



- Established First Subsidiary in Pyeongtaek, Republic of Korea (July 15, 2025)
- Won first order at Korea subsidiary via bid from a leading Korean memory maker
- Strengthen Korea-Based Procurement & Sales; Expand “LAYLA” Cross-Border EC

Business Model

We procure semiconductor manufacturing equipment and parts in Korea, selling equipment mainly to overseas markets and parts primarily in Japan via our parent company.

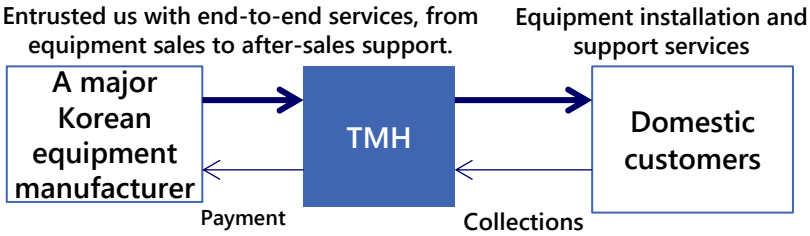


②Secured distributorship rights for a major Korean equipment manufacturer.

Summary

- We have entered into **an exclusive distributorship agreement** with a Korean equipment manufacturer for equipment sales in Japan.
- This initiative expands our business domain into **new, leading-edge equipment.**
- We expect synergies from **access to advanced technologies** and **expanded sales channels to leading-edge fabs in Japan**, supporting further growth.

Business Model



Our proven track record and established trust served as a catalyst for this initiative.We aim to further expand revenue through new equipment sales and maintenance services.

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Key Business Updates for the Fiscal Year
Expansion of the LAYLA platform's scope

③Growth of the LAYLA platform

Summary

■ LAYLA-HR（December 2024）

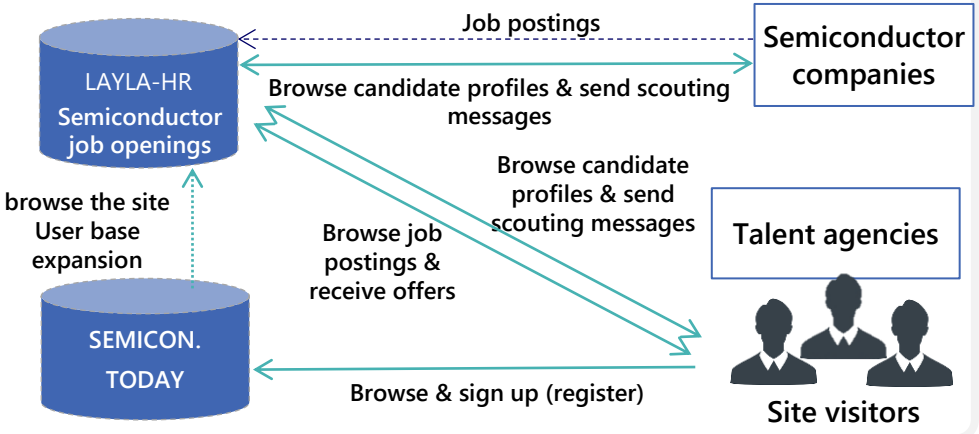
- A semiconductor-industry-focused talent platform that provides seamless matching between companies and individuals.

■ SEMICON.TODAY（July 2025）

- A media site specialized in the semiconductor industry, providing a wide range of content including the latest global industry trends, statements and activities of industry leaders, government policy directions in each country, and statistical data.

Business Model

By organically integrating LAYLA-HR and SEMICON.TODAY, we aim to expand the user base of our talent platform.



Expansion of People & Information Platform Capabilities

We will enhance the LAYLA platform to deliver greater added value.

Increase awareness of LAYLA

Increase awareness through the launch of a leading semiconductor industry media outlet.

Cross-selling

By integrating our core resources—"products (equipment)," "people (talent)," and "information"—and providing them as a one-stop solution, we aim to drive cross-selling across our services.

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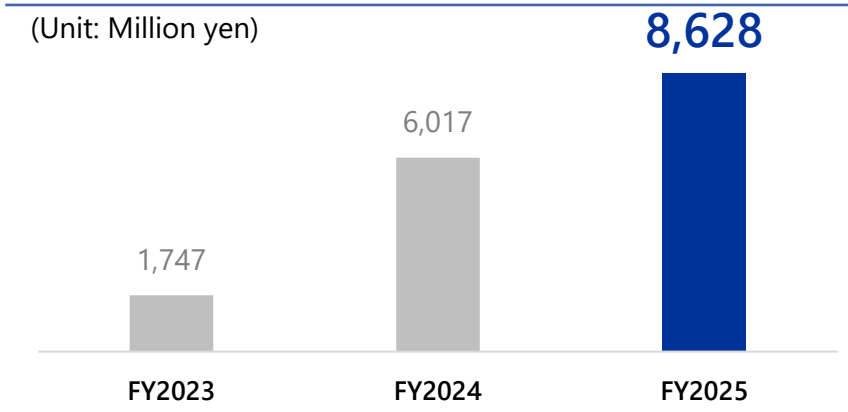
Key Management Indicators (Consolidated basis from FY2025)

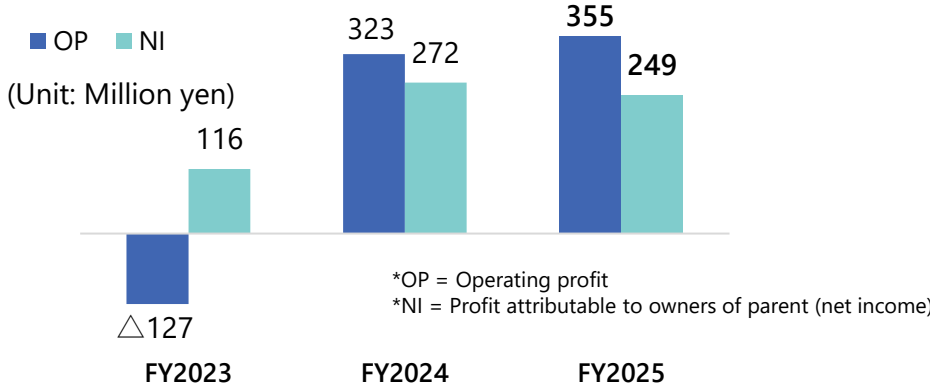
By achieving both rapid growth and profitability, we have established a solid foundation to move into the next phase of step-change growth.

Achieved net profit for the third consecutive fiscal year. Operating profit increased for the second consecutive fiscal year.

Sales



Operating profit
Profit attributable to owners of parent



Improved profitability

Revenue growth rate
YoY +**43.4**%

LAYLA Revenue CAGR
+**34.9**%

Equipment Sales(Actuals)
7,403 Million yen

Financial Stability / Capital Efficiency

CCC (Cash Conversion Cycle)
19.5days

※Days Inventory Outstanding (DIO) + Days Sales Outstanding (DSO) − Days Payables Outstanding (DPO).
※In our equipment sales business, we generally receive customer prepayments before making payments to suppliers (procurement payments).

ROE
22.6%

Adjusted equity ratio
57.6%

Human Capital (Non-consolidated basis)

Number of non-Japanese employees (share of total employees)
12employees (**27.9**%)

Employee turnover rate
15.4%

※Employee turnover rate = No. of leavers (6) ÷ No. of employees at the beginning of the period (39).
※National average turnover rate: 14.2% (Japan Ministry of Health, Labour and Welfare, "Survey on Employment Trends," 2024).

※For FY ended Nov. 2024 and earlier, as consolidated financial statements were not prepared, non-consolidated figures are presented for reference.

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Business KPIs
As revenue expanded, revenue-related metrics improved significantly.

While order backlog decreased year on year, multiple tender projects are scheduled with a view to FY2026 and beyond.We expect to further build up projects contributing to current-year results and drive continued growth.

KPIs (Unit: Million yen)		End of Q4 FY ended Nov. 2024	End of Q4 FY ended Nov. 2025	YoY Change (%)
Forward-looking performance indicators	Total Order Backlog – Equipment Sales & Services	6,230	1,375	△78%
Historical performance indicators (cumulative)	(Cross-border E-commerce Platform) Revenue – Parts Sales & Repair Services	902	1,213	+34%
	(Engineering) Revenue – Equipment Sales & Services	5,109	7,403	+45%
Productivity indicators (revenue and net profit are shown on a cumulative basis)	Revenue per Employee	154	192	+24%
	Net Profit per Employee	6.0	5.5	△7%

※For FY ended Nov. 2024 and earlier, as consolidated financial statements were not prepared, non-consolidated figures are presented for reference.

Order backlog refers to the total amount of revenue expected to be recognized in the future from contracted orders. Accordingly, an increase in the order backlog indicates a higher level of expected contribution to future results.

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FY Ending Nov. 2025 Full-Year Consolidated Results Summary: vs. Prior Year Actual / Initial Forecast

Net sales grew 43.4% YoY in FY2025, reflecting rapid expansion. Operating profit also exceeded the prior year, supporting continued steady growth.

Both net sales and profits increased significantly, leading to a substantial improvement in performance.
In particular, the equipment sales business performed strongly, driving a 43.4% YoY increase in total net sales.

(Unit: Million yen)	FY2024 Actual	FY2025 Actual	YoY Change	YoY Change (%)	FY2025 Plan (Upper Limit)	vs. Plan	vs. Plan (%)
Net Sales	6,017	8,628	+2,611	43.4%	8,366	+262	+3.1%
Gross Profit	862	970	+107	+12.5%	1,011	△40	△4.0%
Operating Profit	323	355	+32	+9.9%	366	△10	△2.8%
Operating Margin	5.4%	4.1%	△1.3pt	-	4.4%	△0.3pt	-
Ordinary Profit	306	338	+32	+10.6%	356	△17	△4.9%
Net Profit	272	249	△23	-8.5%	240	+9	+3.9%

Net Sales：Revenue increased due to an increase in projects involving the dismantling and removal of equipment—requiring advanced engineering capabilities—as well as the successful acquisition of large-scale equipment projects.

Operating Profit：Despite a decline in gross profit margin driven by a higher share of the equipment sales business and upfront costs associated with launching new businesses, profit increased due to top-line growth.

Ordinary Profit：Fluctuations driven by one-off factors, including income from subsidies and related items, as well as expenses such as IPO-related costs.

Net Profit：Profit decreased as corporate income tax payments normalized following the utilization of tax loss carryforwards.

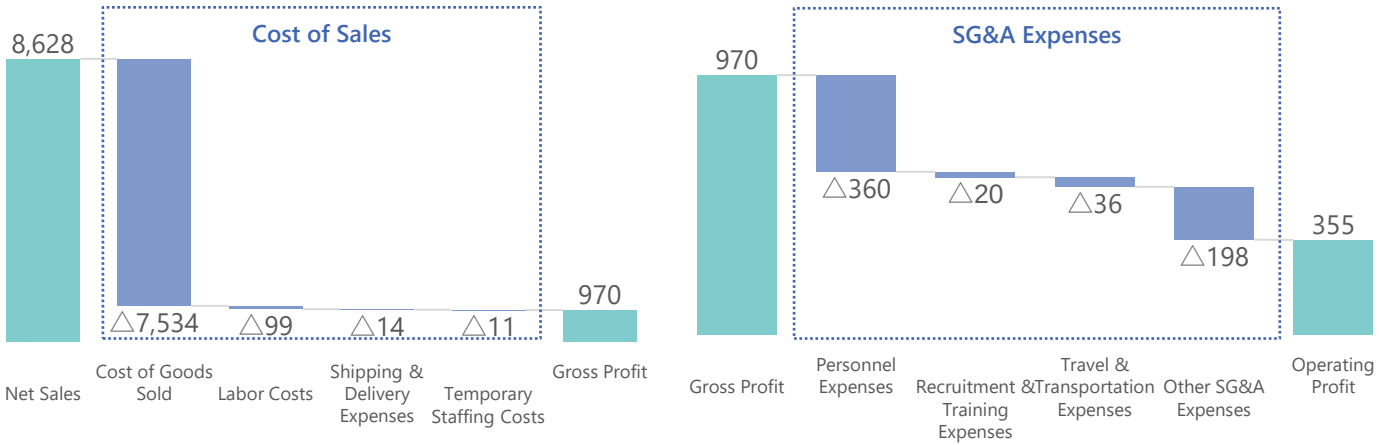
※ As the Company was non-consolidated in FY ended Nov. 2024, standalone figures are presented for reference purposes.

Profit Structure and Variance Analysis

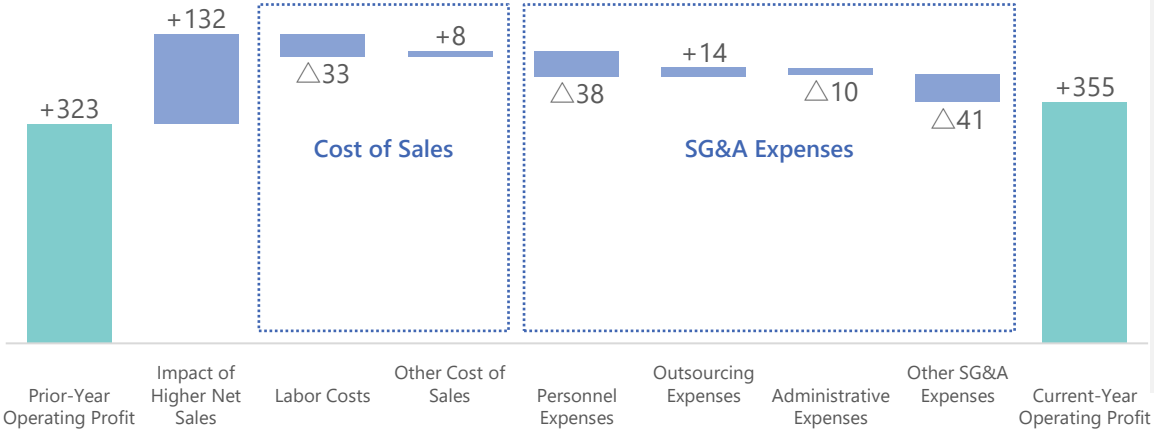
Despite a lower gross margin, top-line growth initiatives drove share gains and delivered a 10% YoY increase in operating profit.

Net sales and cost of sales are weighted toward the equipment sales business, while SG&A mainly consists of personnel expenses and hiring/recruitment costs.
Equipment sales drove top-line growth; despite an increase in SG&A, we achieved 10% YoY growth in operating profit.

FY2025 Profit Structure (Unit: Million yen)



Profit Variance Analysis (YoY) (Unit: Million yen)



Cost of Sales

・Cost of goods sold – Equipment sales: JPY 6,620 million

・Cost of goods sold – Parts sales / repair services, etc.: JPY 913 million

・Labor costs: Personnel expenses for field engineering staff

SG&A Expenses

・Personnel expenses: Compensation for directors, sales, and administrative functions

・Recruitment & training expenses: Mainly mid-career hiring costs

・Other SG&A expenses: Audit fees, outsourcing costs, rent, IT/system expenses, etc.

Impact of Higher Net Sales

・Net sales increased mainly due to growth in the equipment sales business.

Cost of Sales

・Higher hiring of field engineering personnel.

SG&A Expenses

・Personnel expenses: Increased hiring in sales and administrative functions

・Taxes and dues: Increase in external standard taxation

・Administrative expenses: Higher IT/system expenses and listing maintenance costs, etc.

・Other SG&A expenses: Higher spending to strengthen sales activities (travel & transportation, advertising, entertainment), rent, etc.

Consolidated Balance Sheet

Advances received are expected to be recognized as revenue in the future; therefore, the adjusted equity ratio improved compared with the prior year.

(Unit: Million yen)

Assets

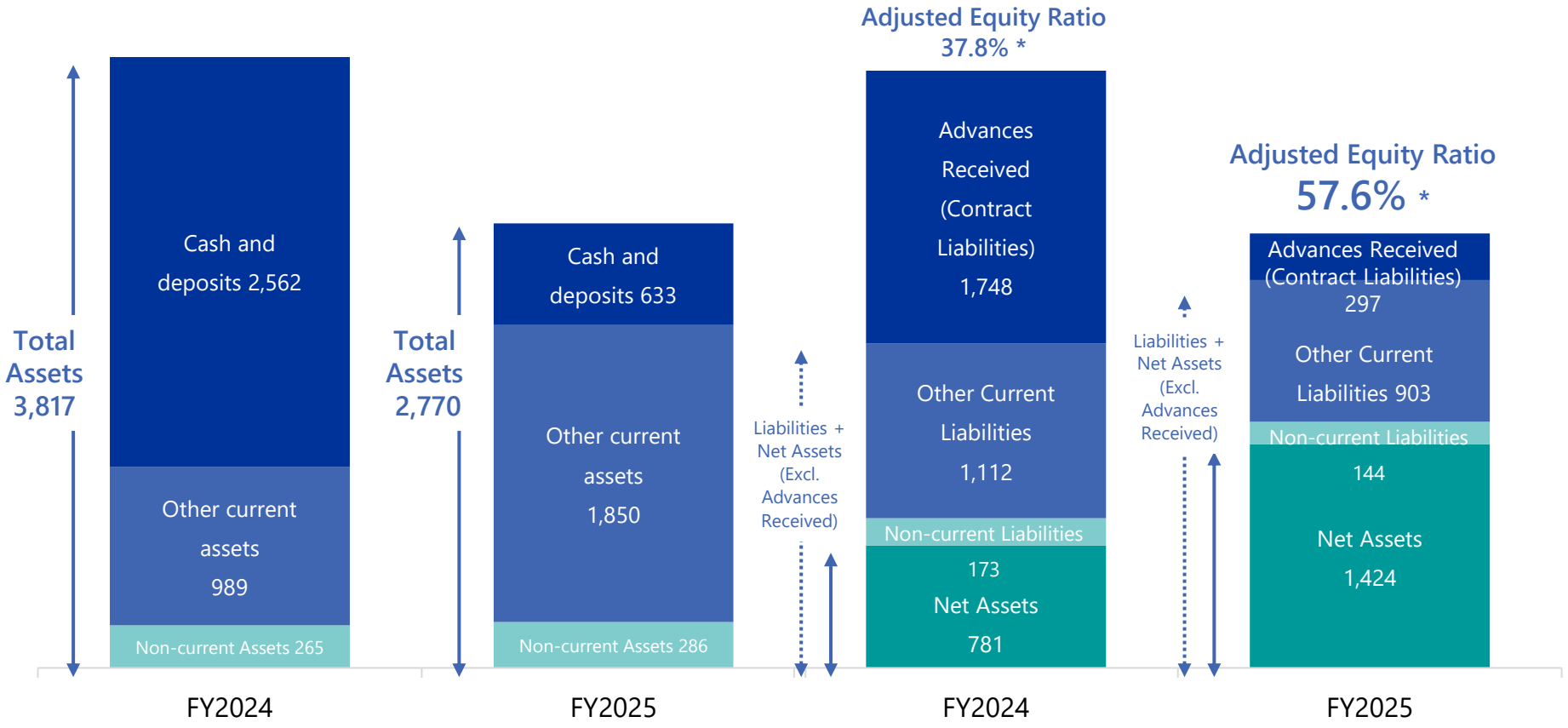
Cash and deposits: In FY2024, increased due to advances received related to a large-scale equipment sales project.

Other current assets: In FY2025, temporarily increased due to equipment inventory.

Liabilities and Net Assets

Advances Received (Contract Liabilities): Decreased due to revenue recognition of advances received during the period.

Net Assets: Increased due to capital raised through the IPO and profit for the period.



* Equity Ratio Excluding Advances Received (Contract Liabilities)

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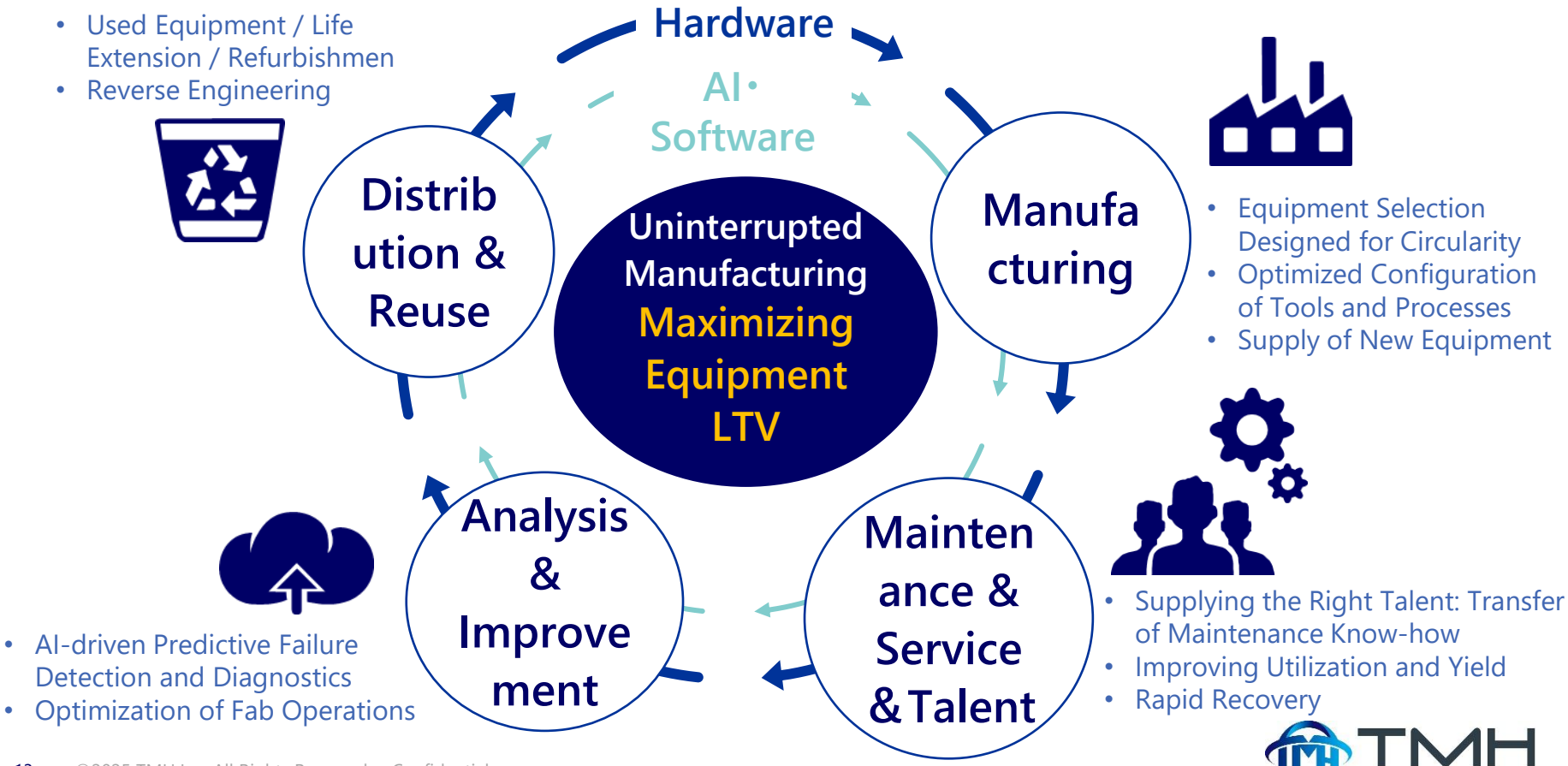
Our Vision for the Future Semiconductor Manufacturing Supply Chain
A shift toward a model that prioritizes a highly efficient supply chain built on a "circular" business premise.

- 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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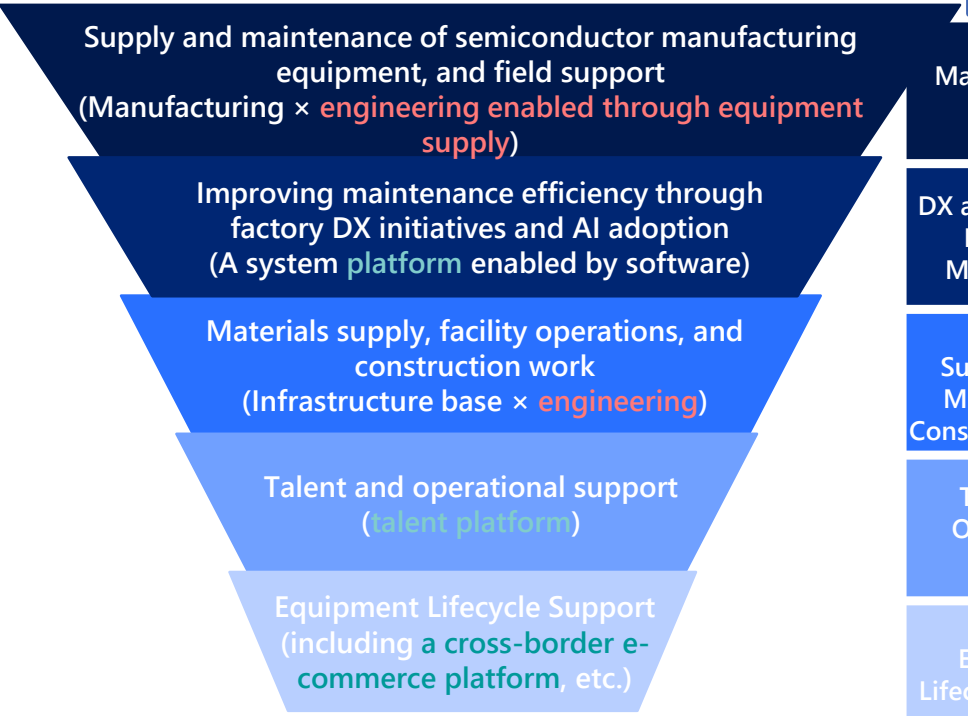
Mid- to Long-Term Target: Vision 1000

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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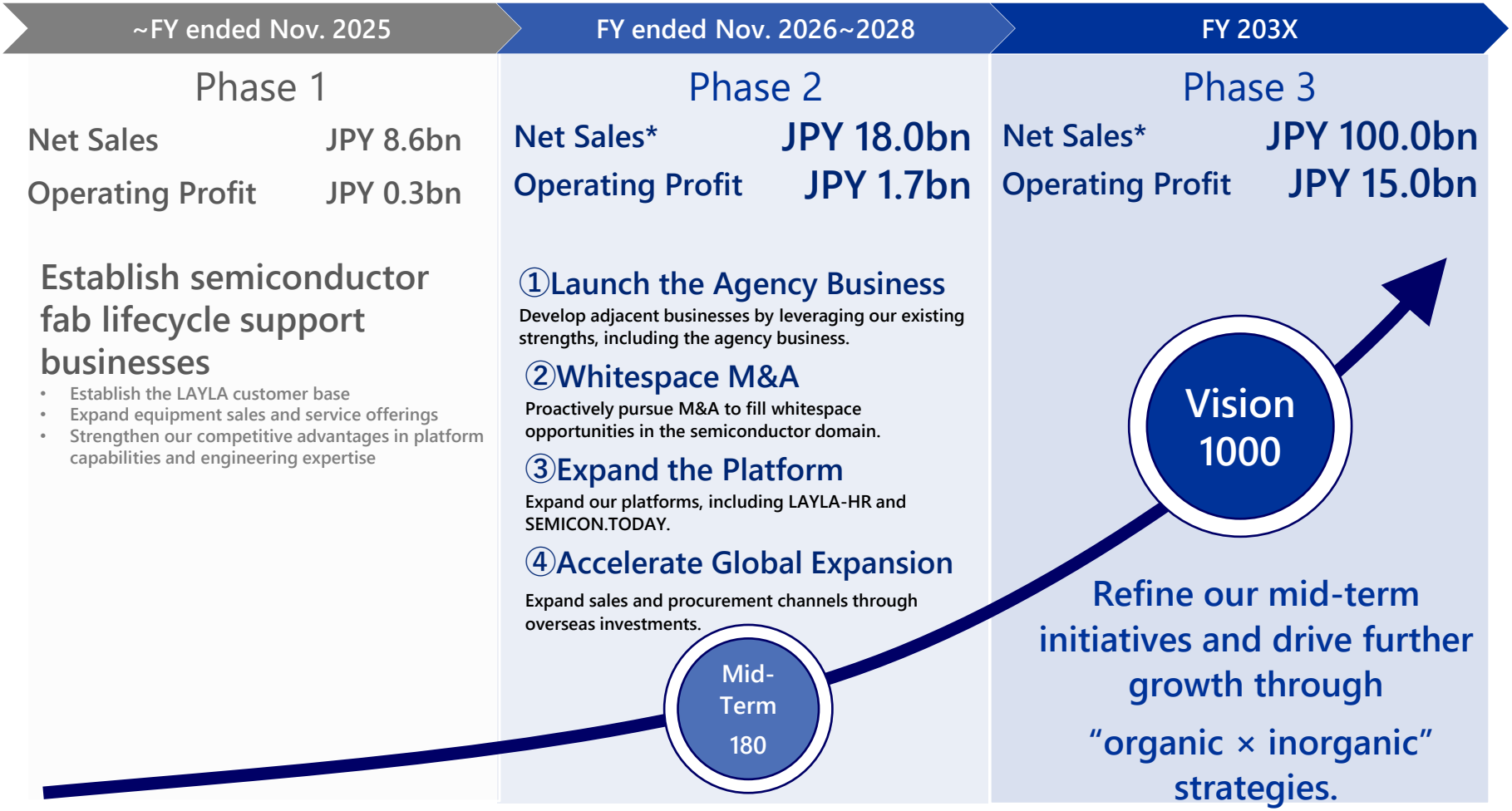
Vision 1000 Roadmap

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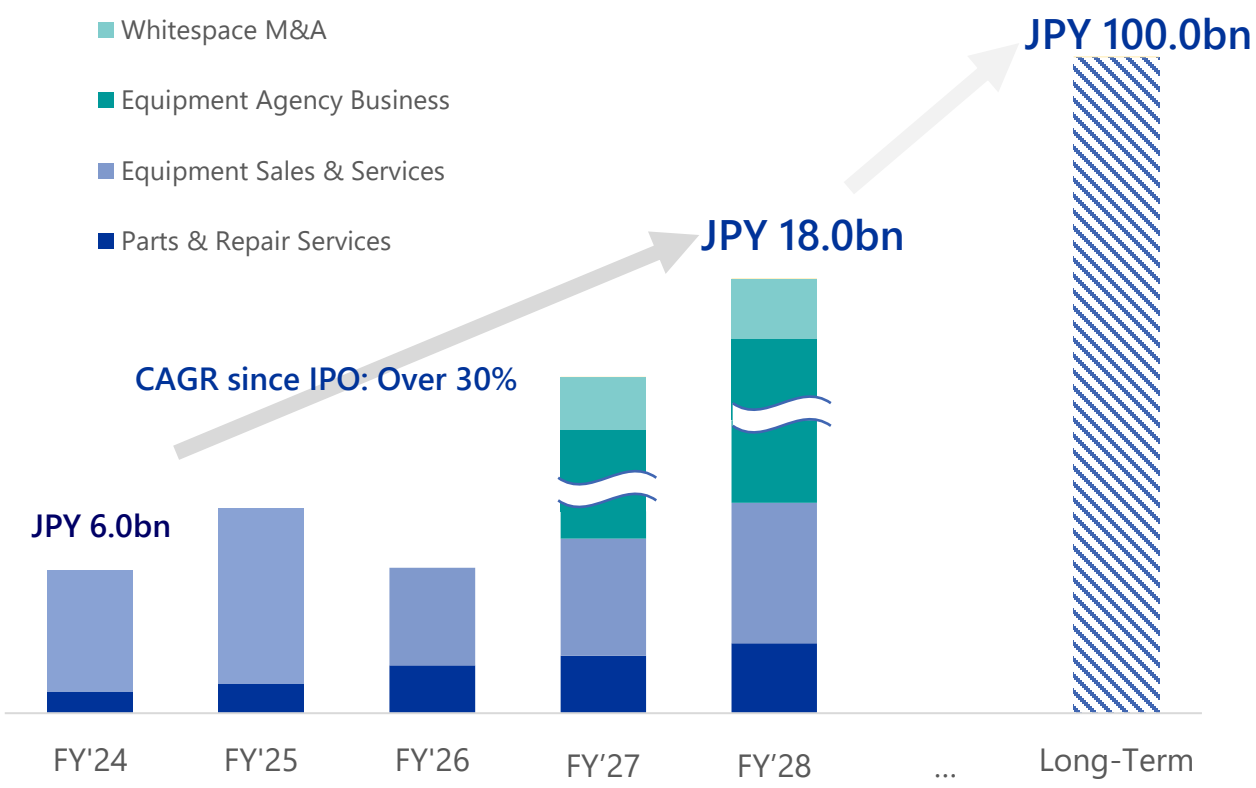
Mid- to Long-Term Growth Outlook (Net Sales)

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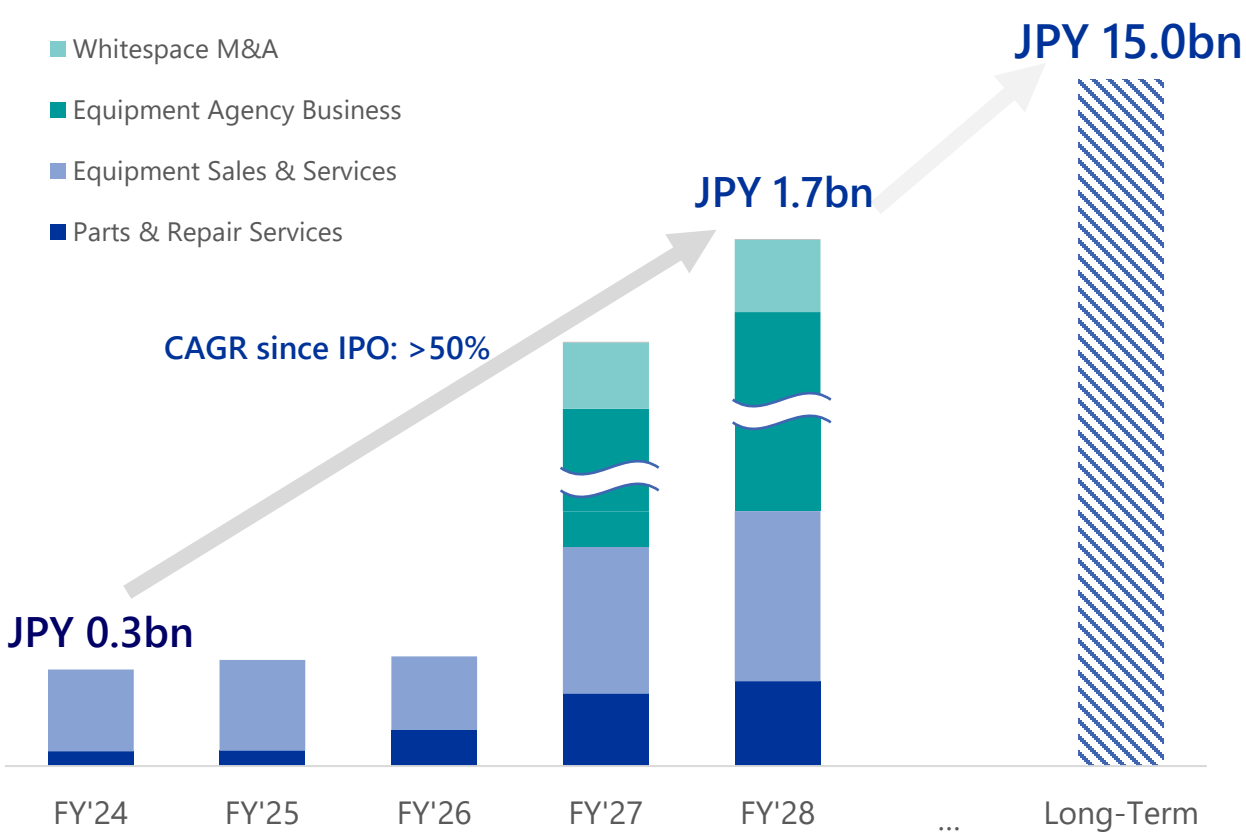
Mid- to Long-Term Growth Outlook (Operating Profit)

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 over JPY 1.7bn 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 over JPY 1.7bn.**

(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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Execute in parallel: harvest through share gains and sow for new businesses—capturing the market and creating the future at the same time.

SEIZE THE FUTURE ‘26

With “SEIZE THE FUTURE” as our FY2026 theme, we will pursue both share gains and new businesses—capturing near-term opportunities while investing for long-term growth—creating the future while capturing market share.

FY2026 Business Policy

Establish our position in the maintenance market through share gains

・Steady growth of our core businesses (parts sales and repair services utilizing cross-border e-commerce platforms, etc.)
・Share gains leveraging our global sourcing network (equipment sales services supported by our engineering capabilities)

Create the future through new business initiatives

・Accelerate customer penetration in Japan and overseas through alliances with global companies
・Contribute to the semiconductor industry by accelerating the rollout of SEMICON.TODAY and LAYLA-HR

Drive efficiency by strengthening our foundations

・Improve the speed and quality of decision-making through the use of AI
・Continue implementing internal systems to support operational improvements

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 Philosophy

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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	45 (as of the end of November 2025)
Capital	299.09 million yen (as of the end of November 2025)
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

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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
COO

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.

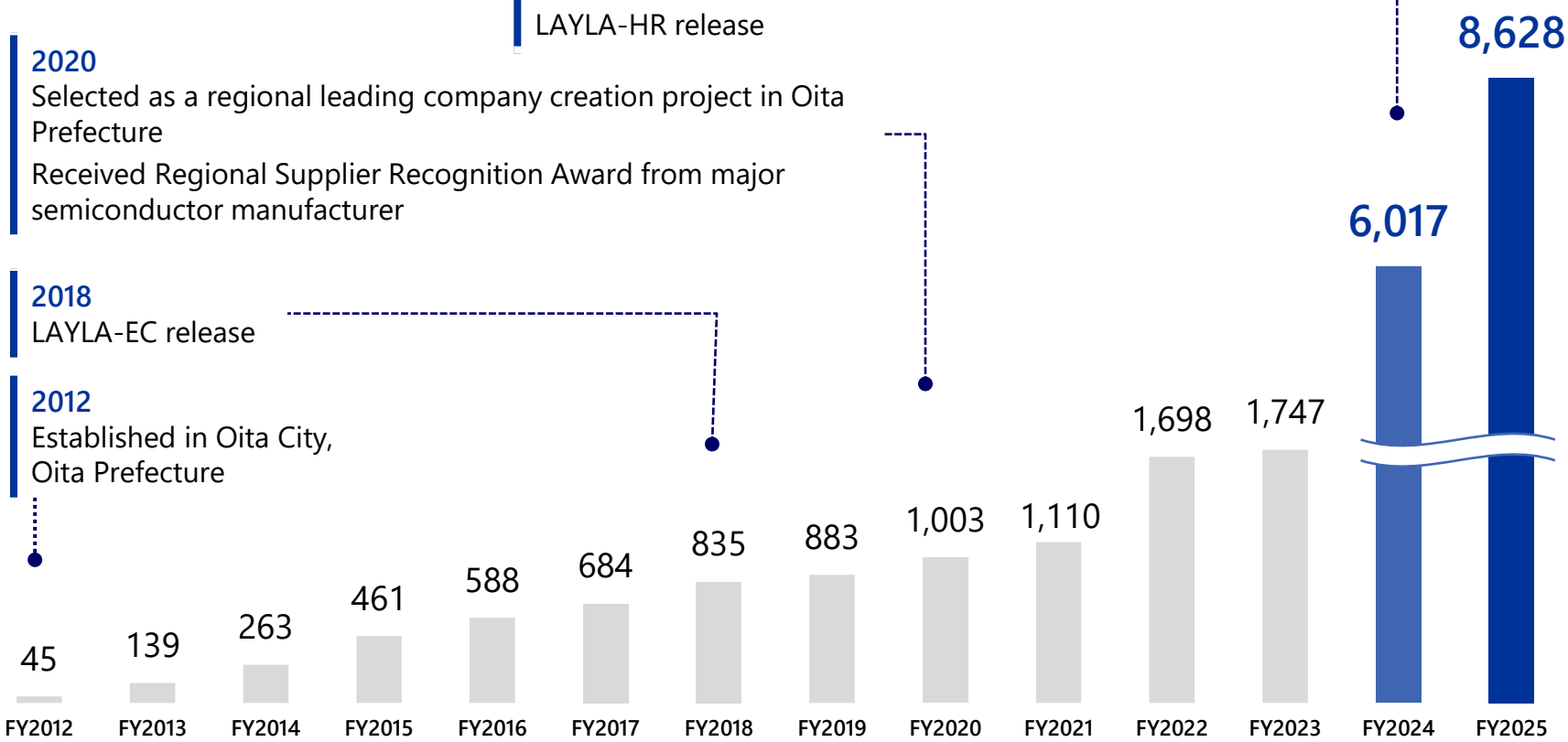
2012
Established in Oita City, Oita Prefecture

2018
LAYLA-EC release

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

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

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



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.

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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

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.

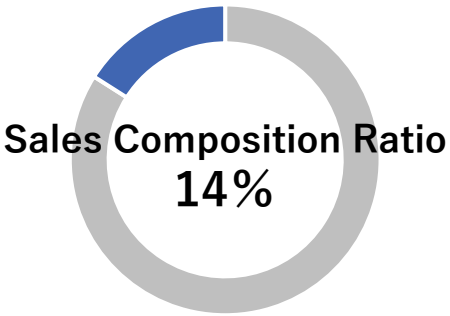
TMH Technology Makes Happiness

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

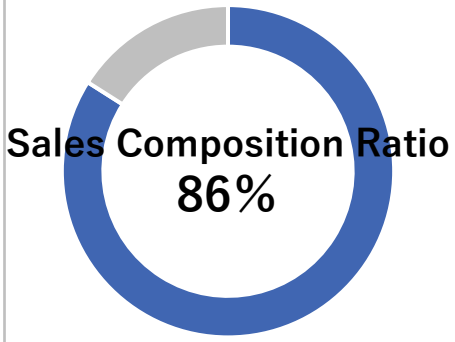


【Services Provided】
- ✓ Supply of rare parts
- ✓ Provision of a wide range of repair services

【Achievements】
- ✓ Over 200 high-quality global suppliers (offering diverse maintenance and parts supply)
- ✓ More than 369,000 items available, adopted by over 50% of domestic semiconductor factories

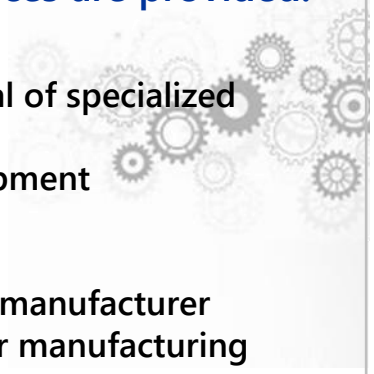
2 Equipment sales services leveraging engineering capabilities

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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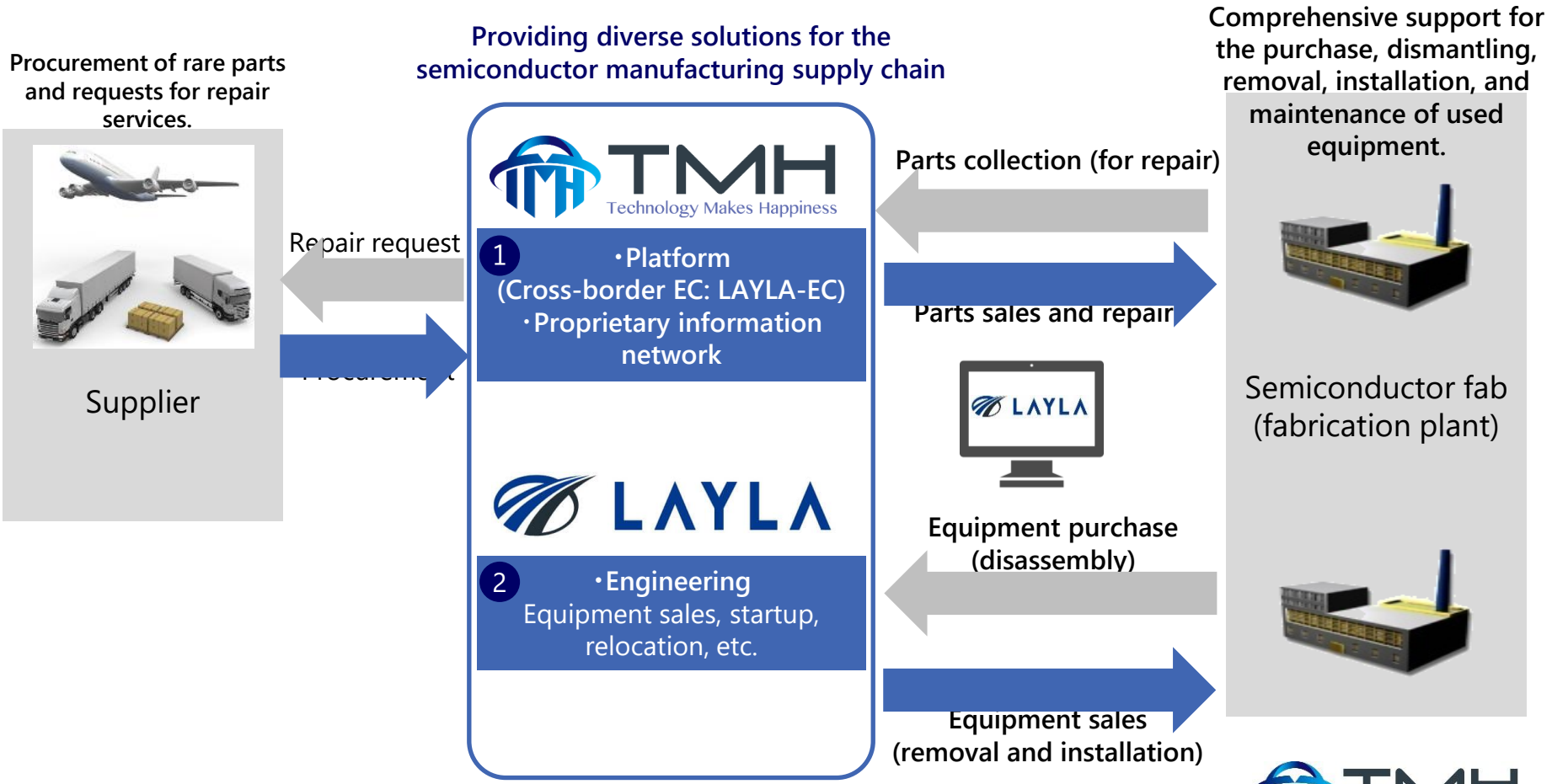
Business Flow

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.

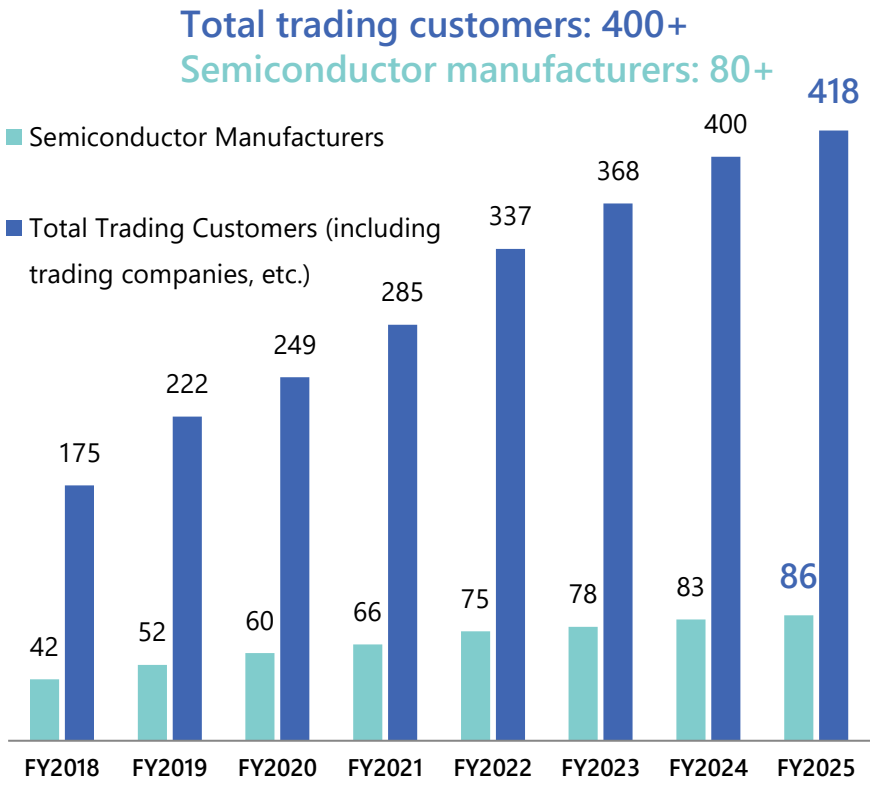


Customers

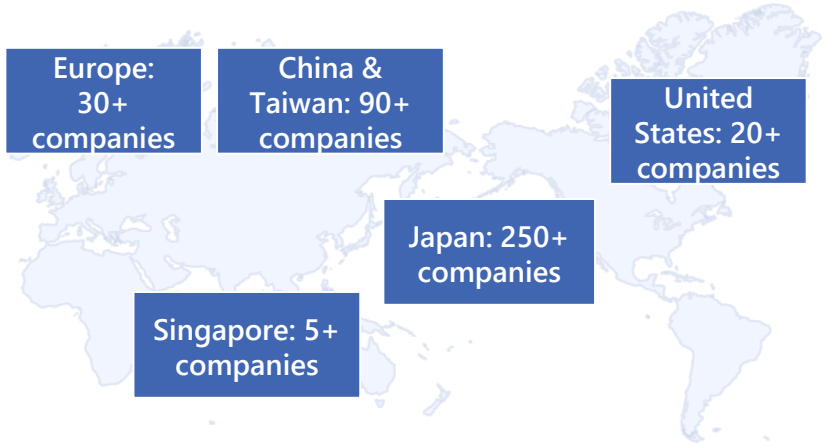
Leveraging strong sourcing capabilities via our cross-border e-commerce site, we are expanding direct transactions with domestic semiconductor manufacturers.

- 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.

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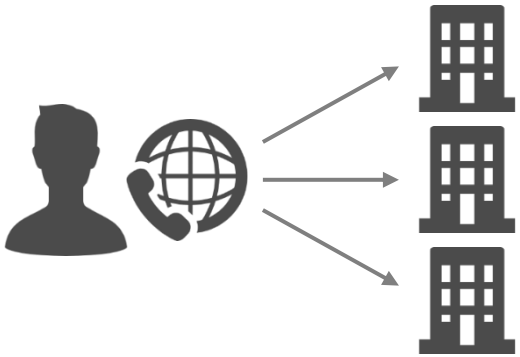
The Value Provided by LAYLA
A Platform That Visualizes Global Real-Time Inventory

- 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

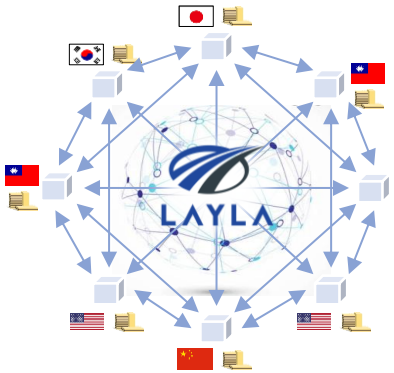


- Buyers must contact each supplier individually to obtain necessary information, which limits access to timely and comprehensive data.
- Traditional procurement methods are time-consuming and costly, often delaying delivery.
- Limited procurement channels force companies to build their own sourcing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

Procuring parts for aging manufacturing equipment is becoming increasingly difficult.

LAYLA

Over 369,000 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.

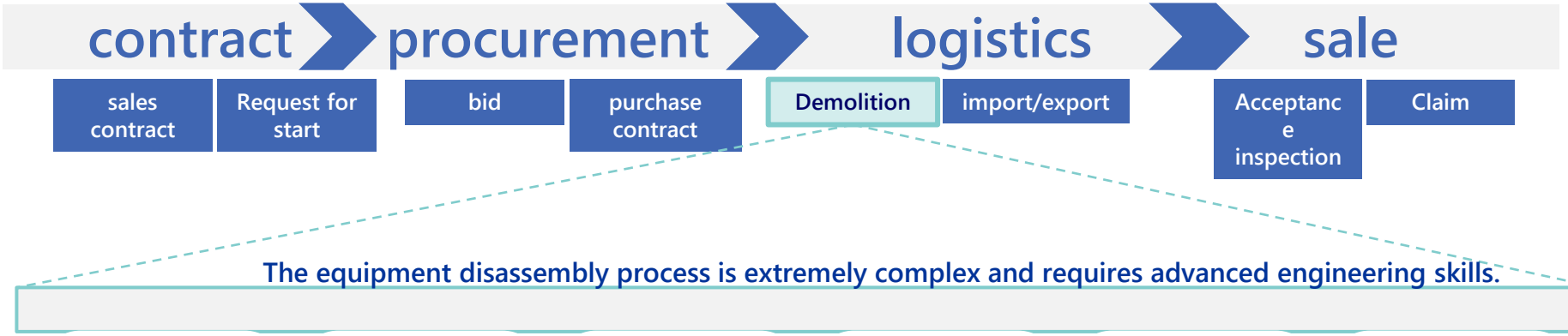
Contributing to the digital transformation (DX) of semiconductor factories

TMH Technology Makes Happiness

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.



rendered harmless

Cutting off and eliminating gas lines
Safe exclusion of coolants and other fluids

Stop processing

Disconnecting power from the device
Backup battery removal

Wiring removal

Removing the outer cover
Removal of piping and cables

Internal demolition

Individual removal of modules and components

Separation/disposal

Appropriate treatment of hazardous substances Appropriate disposal of recycled waste materials

technical report

Detailed record of work
Incident report

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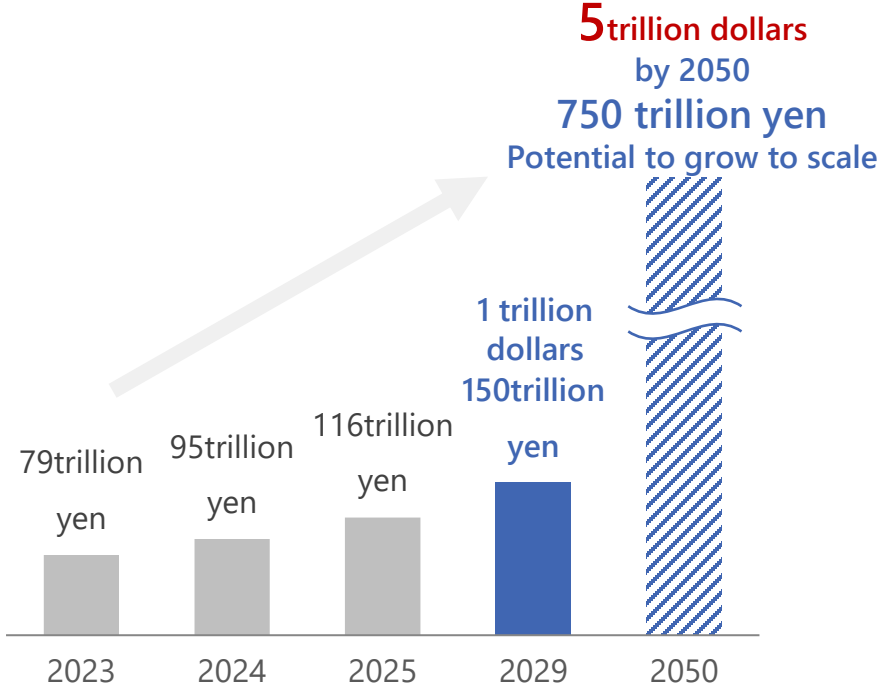
Global semiconductor market size
Further increase in market potential exceeding the 150 trillion yen forecast will support our growth strategy.

- 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

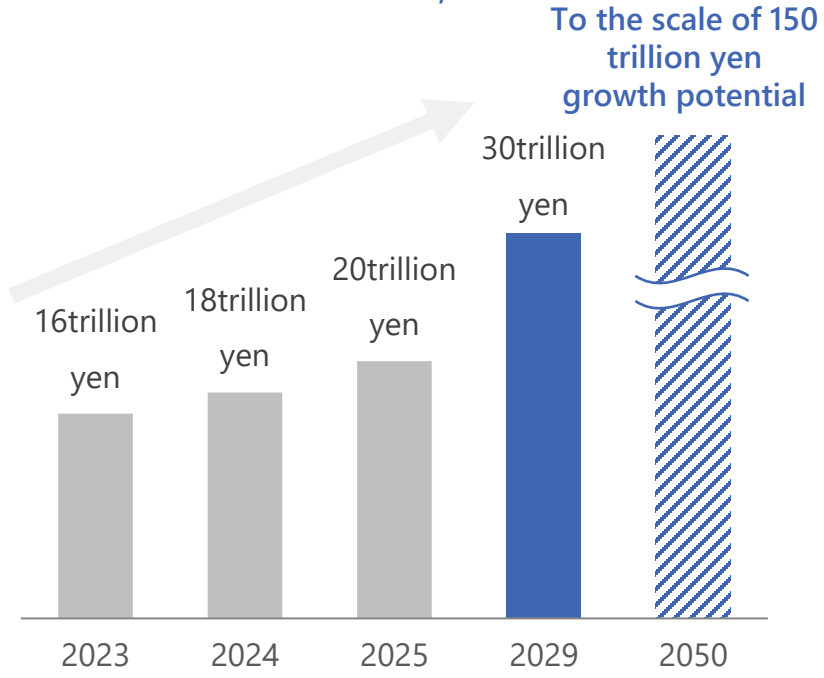
Data center investment is leading the way in relation to AI
Expected to increase by 26% from the previous year in 2026



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

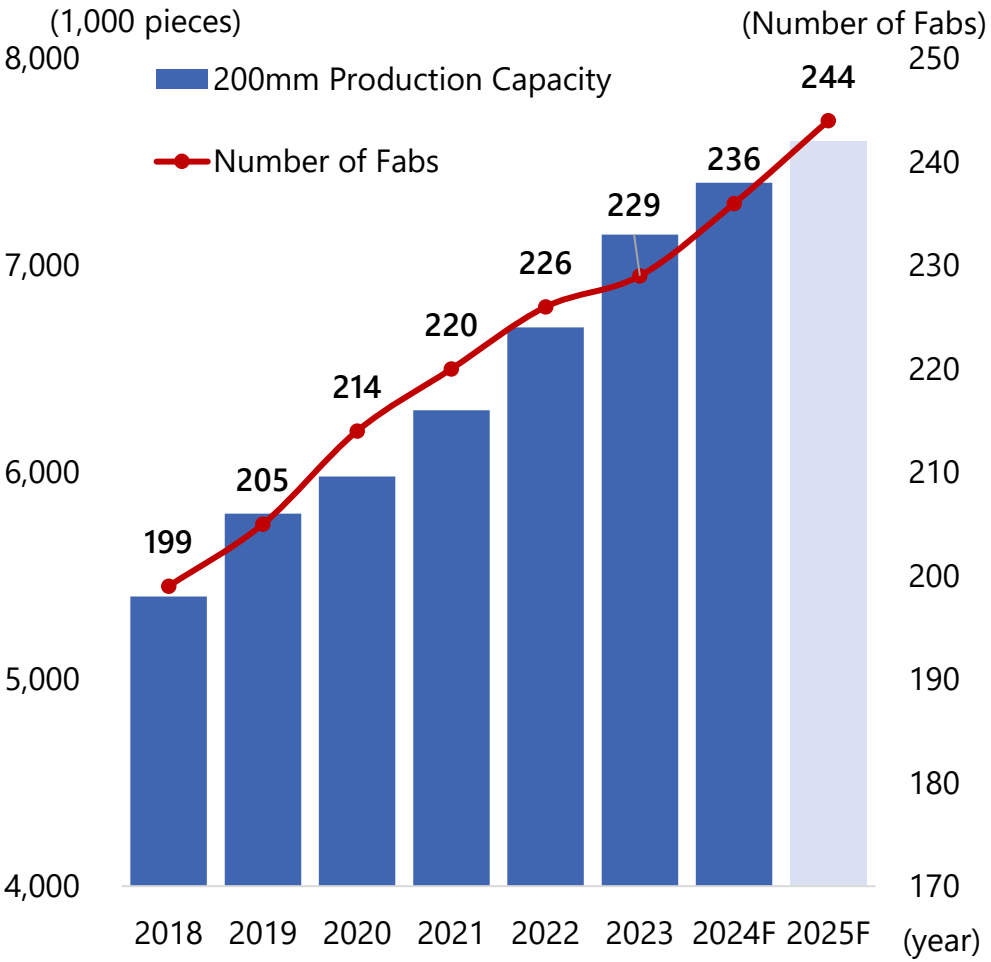
Expected to expand mainly in advanced manufacturing equipment due to increased demand for high-performance semiconductors, etc.



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.

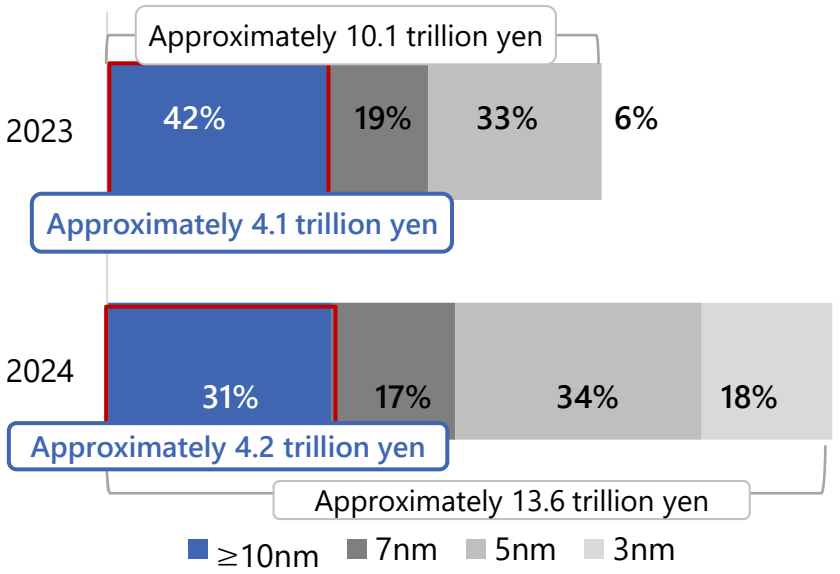
Number of 200mm wafer fabs and production capacity trends



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

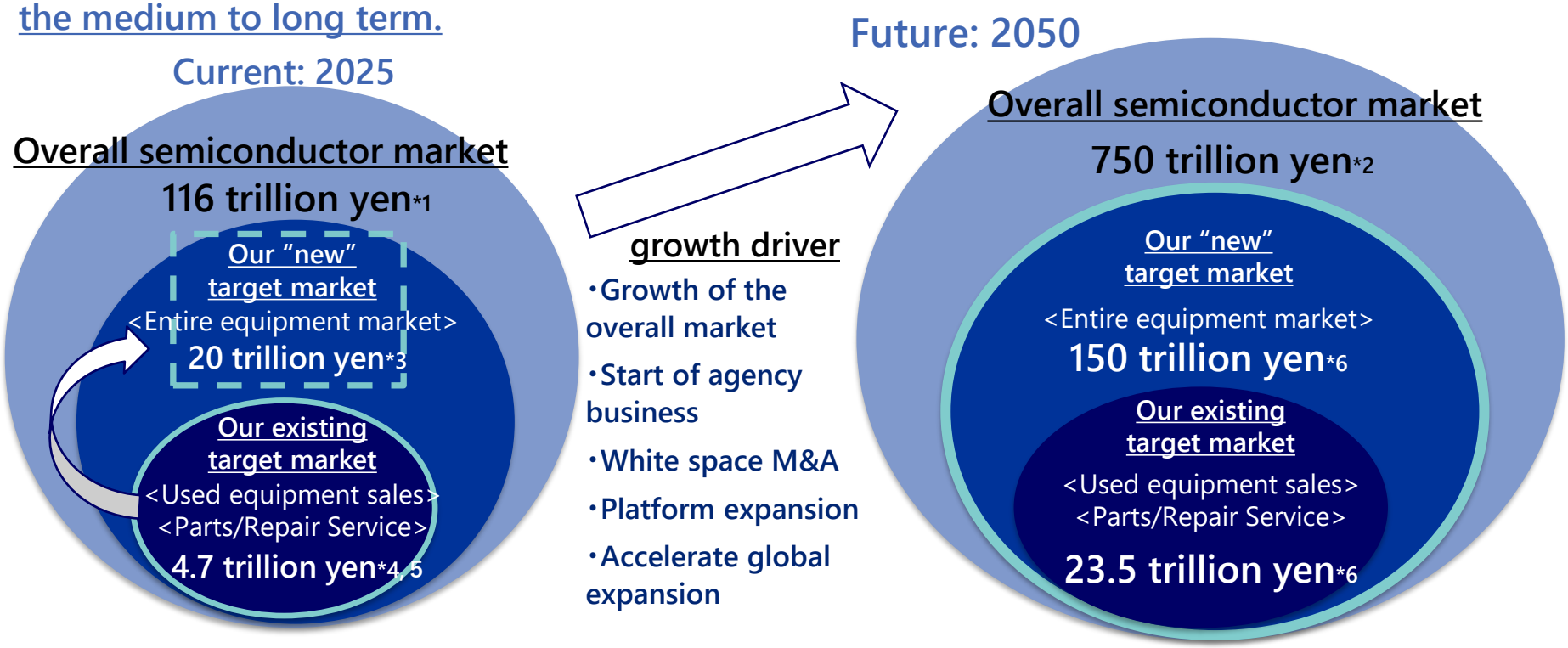
<About 200mm/300mm wafer size factory>
It refers to the diameter size of wafers, which are the material used to manufacture semiconductor chips. 200 mm wafers are a standard size that has been widely used in the past, but now larger 300 mm wafers, which have higher production efficiency, have become 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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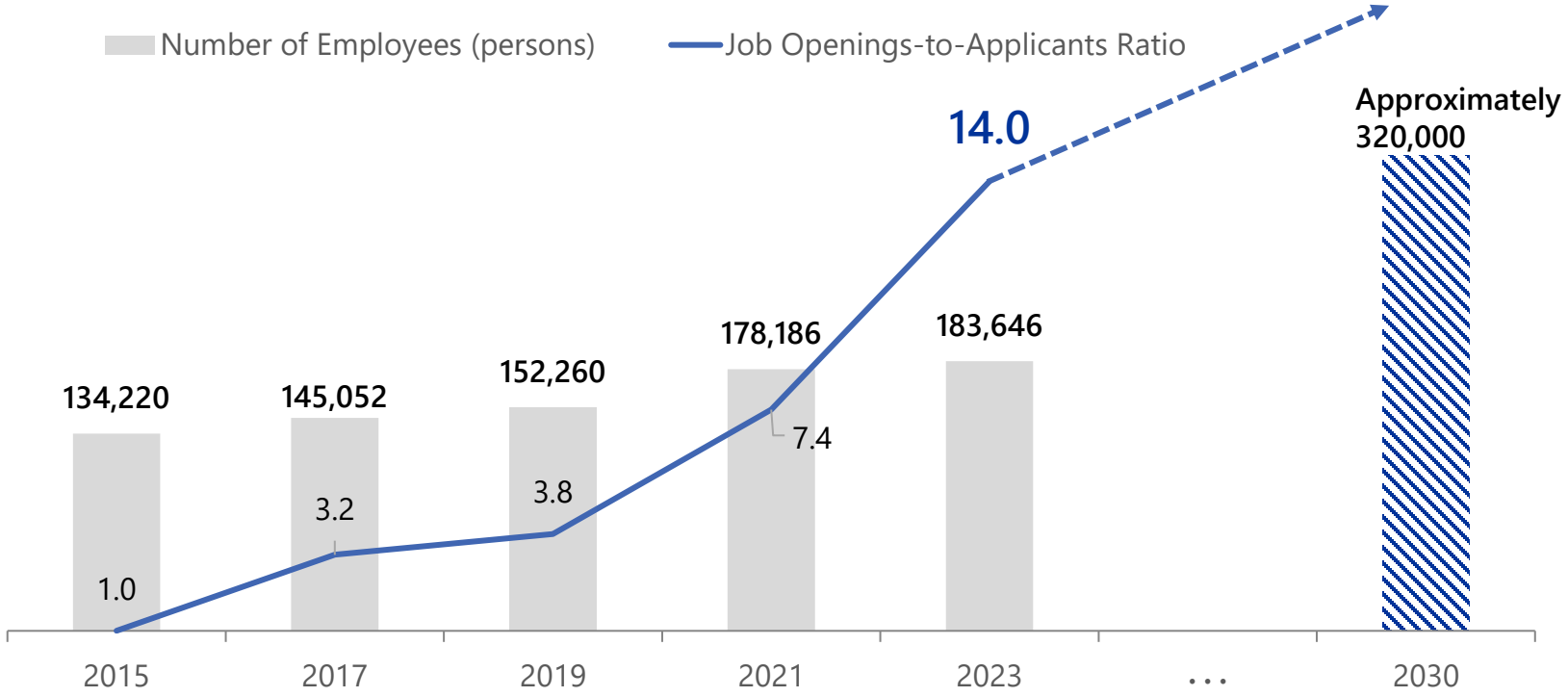
Current situation of domestic semiconductor factories
Labor shortage in the semiconductor industry The semiconductor industry is experiencing a serious labor shortage.

- 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)

TMH Technology Makes Happiness

AGENDA

TMH Technology Makes Happiness

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

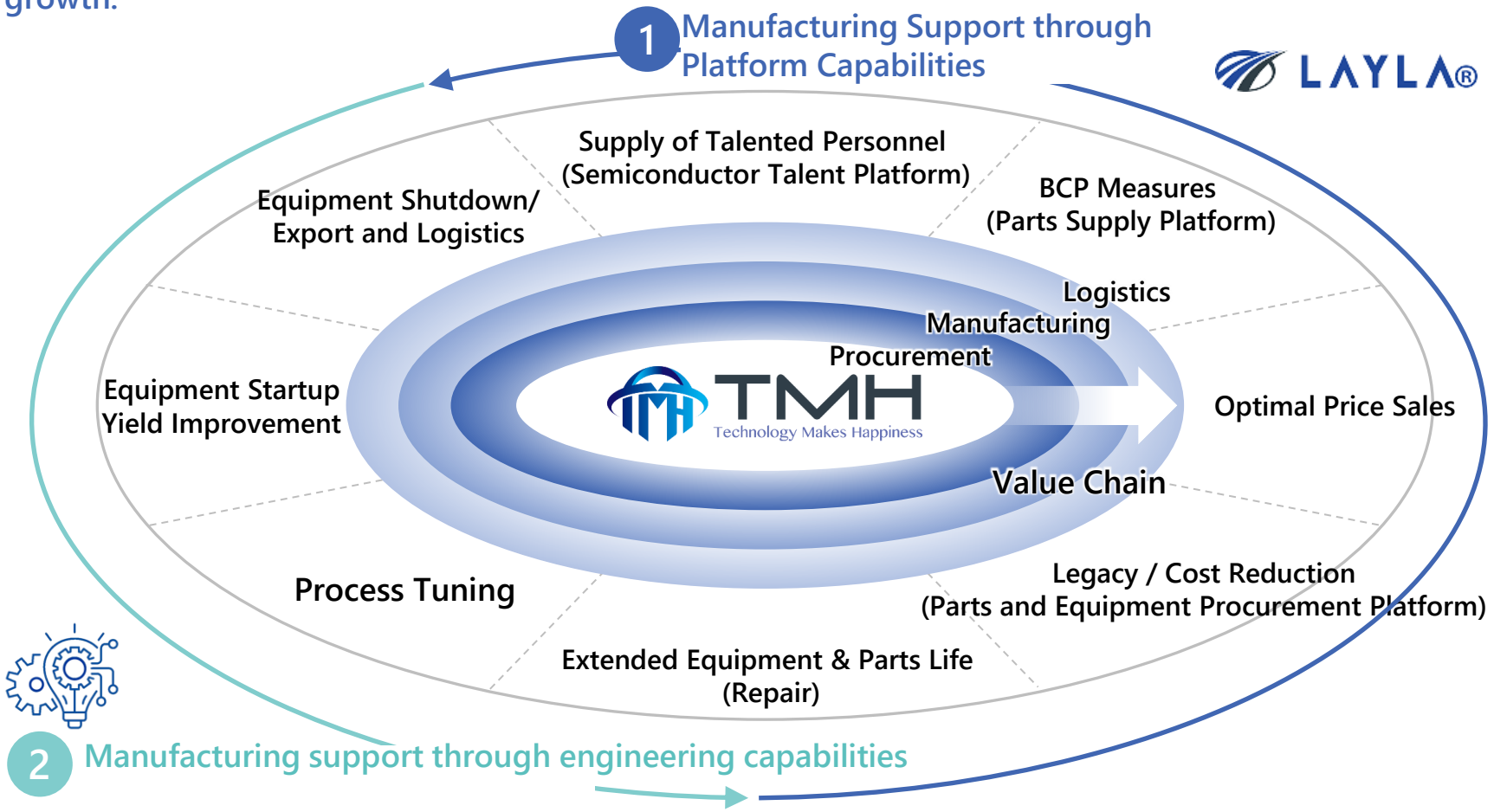
Achieve increased corporate profits and value creation

TMH Technology Makes Happiness

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.

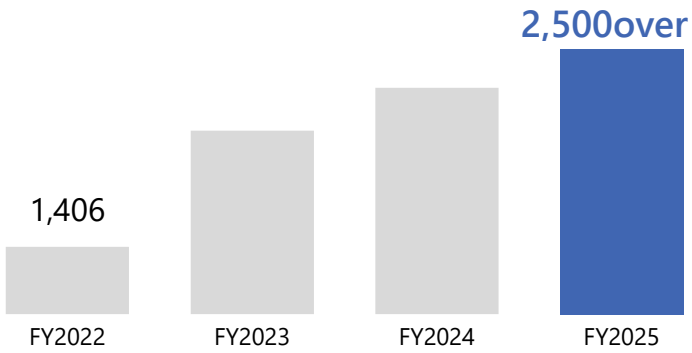


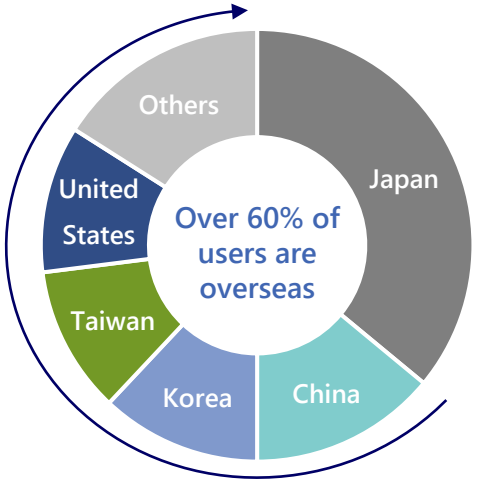
Platform power LAYLA will become an indispensable platform for the semiconductor industry

- 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

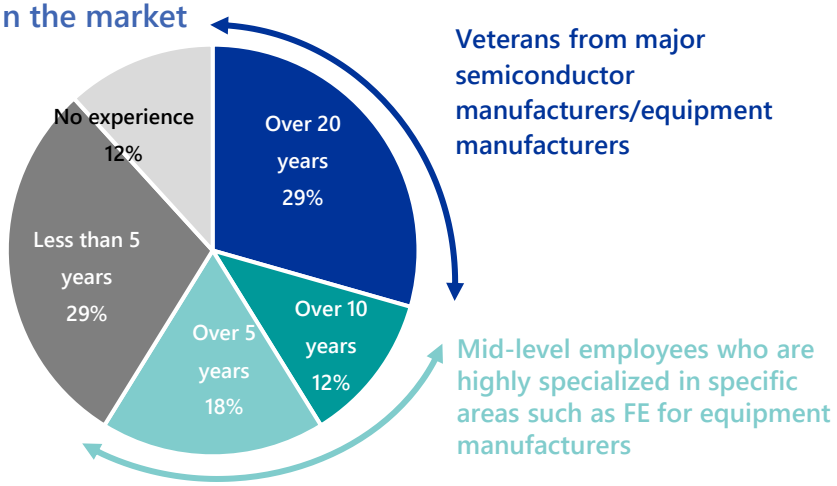
TMH Technology Makes Happiness

Engineering power A team of experts recognized globally

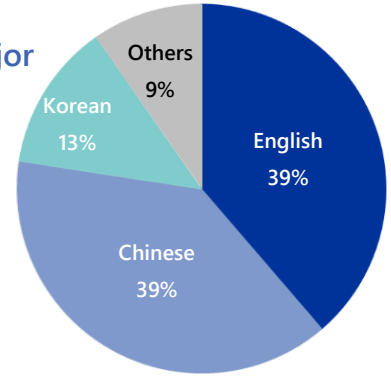
- We have a large staff of professionals in the semiconductor field. Additionally, the company has members who are proficient in the languages of major countries in the semiconductor field and are familiar with local business customs.
- Demonstrates engineering capabilities that can consistently solve 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



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.''

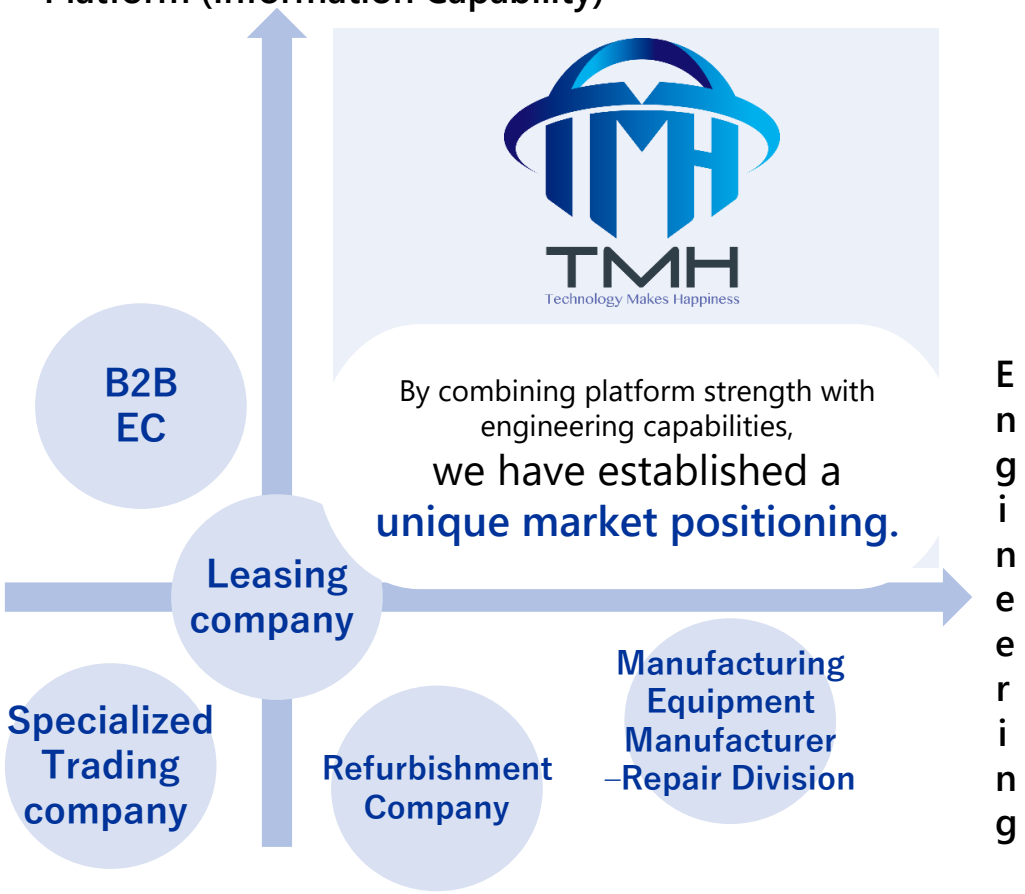
Source: As of the end of November 2025 (excluding administrative departments)

TMH Technology Makes Happiness

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.

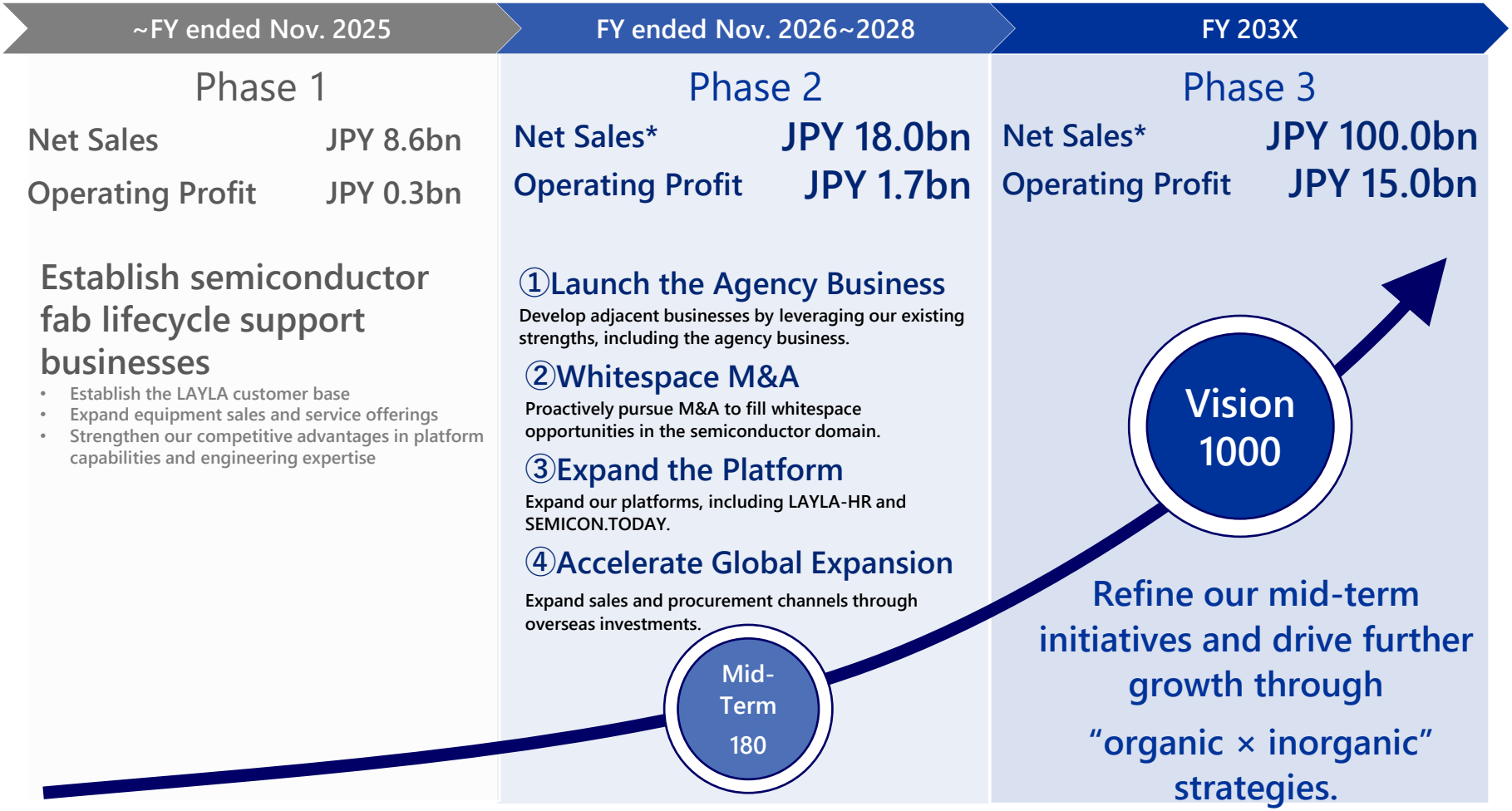
AGENDA

TMH Technology Makes Happiness

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.



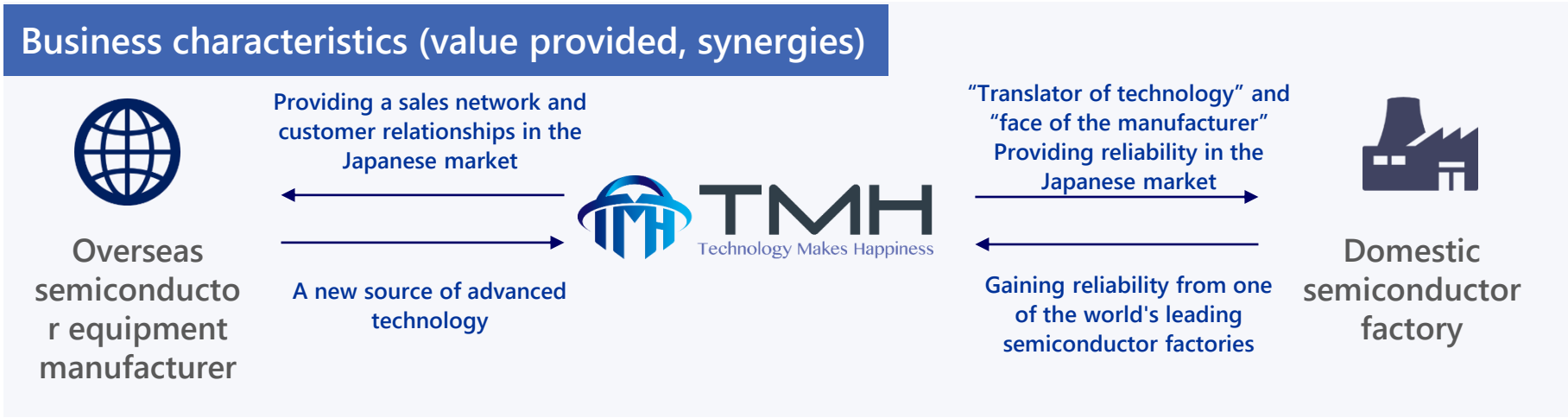
*Net sales are presented as gross merchandise value (GMV).

TMH Technology Makes Happiness

① Establishment of a highly profitable business cycle through equipment agency business engineer capabilities

Leveraging our engineering capabilities, we started an agency business for major semiconductor equipment manufacturers. Taking advantage of our strengths,
Aim for growth through high profits and synergies with existing businesses.

Business characteristics (value provided, synergies)



strategic significance

Continuous high profit contribution

Agents for equipment manufacturers are not just intermediaries, but require technical backgrounds such as introduction support and support, so they can earn high profit margins.

Additionally, once the equipment has been installed, orders will continue to be placed, resulting in continued equipment sales and after-sales service.

Strengthen engineering capabilities

Destination By handling end equipment, we contribute to the acquisition of the latest technology and know-how.

Obtain technological synergies with existing businesses.

Improved reliability

This business proves our high technological capabilities both domestically and internationally, improves our credibility, and gives us a competitive advantage.butimprovement

As a result, there is a path to becoming an agent for the next semiconductor manufacturing equipment manufacturer.

TMH Technology Makes Happiness

② White space M&A　M&A execution process and capabilities Establish in-house specialized team and actively promote M&A implementation

■ We have secured M&A capabilities and have prepared specialized teams for each M&A process.

M&A execution process and established in-house capabilities

Step1 Sourcing/Strategy consideration

Utilize not only public information but also your own proprietary information to consider business characteristics and synergies with existing businesses, etc.

<Sourcing Team>

A meeting body centered on the Corporate Planning Office will be established to regularly evaluate and consider selected candidates.

Certified Public Accountant/US CPA Team

Step2 Evaluation/filtering

Investment return, appropriateness evaluation of investment amount, financial soundness make an evaluation

<Finance/Legal DD Team>

Utilization of CFO, certified public accountant/US CPA, members in charge of legal affairs, etc.
+ external experts

Step3 execution/PMI

Based on the survey results, we comprehensively examine the business feasibility of the candidates and decide on the final target.

Also run the integration process
Completed in-house

<PMI Promotion Team>

CFO,
Certified Public Accountant/US CPA, etc.

common guidelines

・Acceleration of growth
Leverage M&A in addition to organic growth
By doing so, we will accelerate the speed at which we achieve our medium- to long-term vision.

・Strategic rationality
A business that can expect synergies with existing businesses
Focus and aim to create discontinuous value

・Thoroughly disciplined investment
Investment return exceeds cost of capital and shareholders
Invest only in projects that increase value

・Thoroughly implement appropriate PMI
Increased investment returns through rational integration planning.
increase certainty

・Maintaining financial soundness
Increase growth potential through appropriate M&A execution process
Aiming to balance stability and improve shareholder value

TMH Technology Makes Happiness

② White space M&A　M&A candidate sourcing/filtering system Utilize expertise to advance M&A to an advantage

- At TMH, we have built a system that enables us to carry out M&A in-house from the stage of narrowing down candidates, and proactively and advantageously execute M&A from sourcing to pre-deal and beyond.

Sourcing pool based on abundant proprietary information

Direct approach based on unique industry knowledge, etc.

Public information, M&A companies, etc.

Initial sourcing pool

Research based not only on public information but also on proprietary information obtained from our own platform and existing businesses

▼

Filter 1: Strategic criteria

Comprehensively consider synergies with existing businesses in the product and market, as well as cultural compatibility and management resources.

▼

Filter 2: Financial criteria

Appropriate evaluation of investment return and investment amount, consideration of financial soundness, etc.

▼

final target

Advantages of TMH sourcing model

Active and unique route

- Unique information on excellent companies that do not appear in the M&A market
- This is a one-on-one deal with a candidate, giving it an advantage in negotiations compared to bidding projects, etc.
- Reducing investment costs by not involving intermediaries, etc.

Deep knowledge of industry and expertise

- Appropriately evaluate the business viability of candidates and synergies with existing businesses from the sourcing phase
- Candidate selection with an eye to appropriate strategic consideration after M&A implementation

In-house process

- People from major professional firms, certified public accountants/USCPAs, and people with experience in M&A work participate in our company's M&A team.It is possible to set a certain financial evaluation and appropriate price perspective from the sourcing stage.
- Continuous consideration is possible even after pre-deal
- Costs required for external experts are also minimal, reducing investment costs

TMH Technology Makes Happiness

② White space M&A M&A strategy positioning and policy Focus on developing white space and maximize synergies with existing businesses

- Increase the speed of “white space” development through M&A,**Evolving into a “semiconductor manufacturing integrator” for semiconductor factories**do
- We have already set up an in-house specialized team and are currently conducting discussions based not only on publicly available information, but also on proprietary information obtained through our own platform.

Positioning of M&A strategy

market \ Products/Services	existing	new
existing	**Market penetration strategy** Existing products x existing markets	**New product development strategy** New product x existing market
new	**New market development strategy** Existing products x new market	**Diversification strategy** New products x new markets

Examples of target candidates

	Purpose of M&A	Candidate area	Priority
1	business integration **<Developing white space>**	・Material supply system ・Facility system ・Construction system ・Human resources (education/training) ・Software system (Sler) ・Manufacturer function (Parts/Engineering) …etc	**High**
2	Functional integration	Parts supply/maintenance, Equipment engineering area	Medium
3	Market expansion	Logistics area, etc.	low

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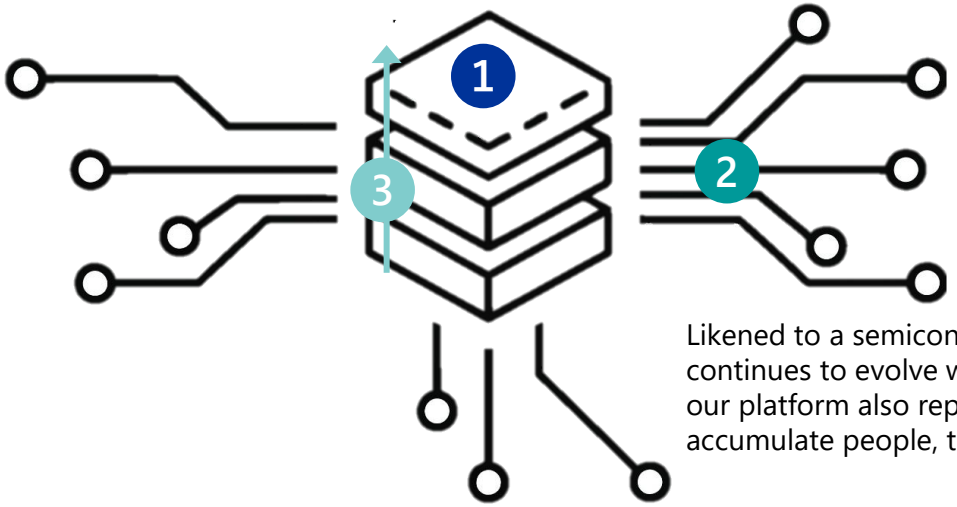
③ Platform expansion: TMH's growth and strategy In addition to LAYLA-EC's "things," expand the platform centered on people and information to support the growth of the semiconductor industry.

The future of the platform

Platformization of “people,” “things,” and “information” in semiconductor manufacturing creates new added value.



Likened to a semiconductor chip whose performance continues to evolve without ever being completed, our platform also represents continued growth as we accumulate people, things, and information.

①LAYLA-EC “Things” Expansion of stable revenue base

“Physical layer for semiconductors to keep moving”: (Prerequisite)

By expanding the number of products and cultivating deeper customer relationships, we will continue to expand sales and accumulate profits, which will become the foundation of our company's profits.

②LAYLA-HR “People” Multi-layered growth engine, moving towards SaaS type field

The “functions” themselves that create value, like semiconductor wiring and circuits.

Capturing the demand for human resources accompanying changes in technological generations and expanding added value and profit opportunities by expanding into advanced and specialized fields.

③SEMICON.TODAY “Information” Creating discontinuous growth

Design philosophy and information layer that share how each layer should be connected

Evolving into a growth platform that creates new business opportunities, collaboration, and value creation by layering and expanding information

③ Platform expansion: Growth potential In addition to expanding the stable revenue base, we anticipate development into a new revenue portfolio and synergies with existing businesses.

①LAYLA-EC "Things"
Expansion of stable revenue base

One of the procurement infrastructure for semiconductor factories
- Build a one-stop procurement base for semiconductor factories for repair and parts procurement by expanding the product lineup and deepening customer relationships.

Expansion into similar high value-added equipment industries
- Leveraging the EC platform know-how cultivated at semiconductor factories, horizontally expanding into equipment industries that require high reliability such as medical equipment.

②LAYLA-HR "People"
Multi-layered growth engine, moving towards SaaS type field

Talented people who fit our company will go for organic growth.
- Securing highly competitive talent acquisition with our unique platform.
- Adoption of backcasting with an eye on medium- to long-term strategies.

Earnings differentiated by specialization as a BtoB SaaS platform
- As the supply and demand for human resources continues to be tight, both companies and agents are expanding its use as a human resource search platform, creating a stable and scalable source of income.

③SEMICON.TODAY "Information"
Creating discontinuous growth

Business synergy starting from the CXO layer
- Business alliances at the top level.
- - Collaboration with existing businesses at the practical level.

Independent income as a B2B specialized media
- Advertising revenue (including tie-ups) - Paid memberships and subscriptions - B2B events/webinars, etc.

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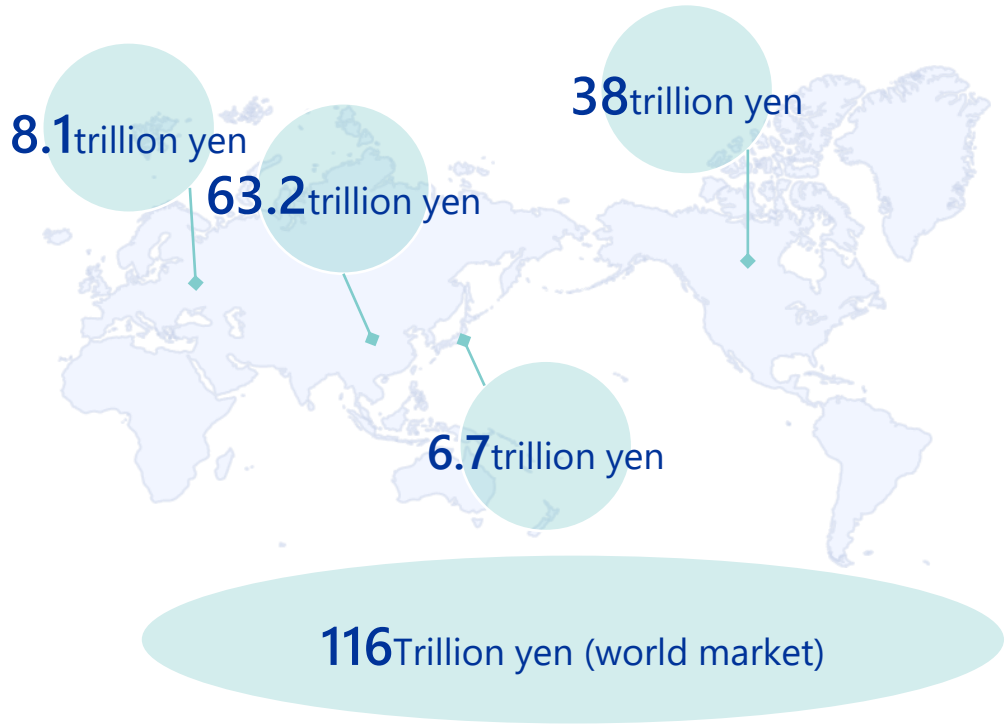
④ Accelerate global expansion　Expand business sales channels　~Medium- to long-term plan

Overseas expansion~Use the know-how of total solutions for equipment life extension to expand overseas and expand sales.

Expanding the know-how cultivated through domestic total solutions overseas

Aiming for breakthrough on a global scale, starting with overseas expansion in 2025

Semiconductor market forecast for 2025



(Source) World Semiconductor Trade Statistics/World Semiconductor Market Statistics

Overseas expansion potential

South Korea	Since we specialize in specific products such as DRAM and NAND flash, we mainly use cutting-edge equipment. Needs to sell equipment are a constant occurrence.
India	India's semiconductor market is experiencing significant growth, driven by ongoing investments through collaboration between the government and private companies.Given the technology levels being targeted for investment, demand for used equipment purchases and maintenance services is also expected to expand.
China	China is working on the evolution of semiconductor technology, pursuing cutting-edge technology and continuing to invest in factories that use older generation technology and equipment.
US	As many US companies outsource manufacturing to Asia, maintaining and strengthening domestic manufacturing and technological capabilities is an issue.
Taiwan	Intense competition to maintain global semiconductor manufacturing leadership position requires efficient operation of older generation factories.
Europe	Research and development of cutting-edge semiconductor technology lags behind other regions, and there are many areas that rely on older generation factories.

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④ Accelerate global expansion　Expansion of business sales channels　~Mid- to long-term plan　Progress of overseas expansion　~Make overseas expansion centered on South Korea, India, and China the growth driver and solidify the business as a pillar.

Korea set as first overseas subsidiary base

Using the establishment of a participation framework for tenders run by a leading Korean memory maker with global share as a springboard, we expanded our global procurement network for semiconductor manufacturing equipment.

Pyeongtaek, the site of our subsidiary, is a semiconductor hub with a high concentration of plants, including factories operated by a leading Korean memory maker.

Potential

Backed by proactive government support and private investment, Korea's semiconductor market is poised for strong growth. R&D in AI chips and next-generation memory is progressing, bolstering Korea's global competitiveness.

Strategy

On July 15, 2025, we established a subsidiary in Pyeongtaek, Korea. Looking ahead to further expansion of equipment procurement in Korea and global sales, we aim to strengthen engineering-driven equipment sales and scale the cross-border e-commerce platform "LAYLA."

Chinese market Strengthen priority sales Set as area

Considering new business development and strengthening used equipment sales.

India Market Positioned as a Key Strategic Sales Area

In collaboration with our operations in Japan, we provide end-to-end support—from e-commerce-based parts sales and repair services to cultivating new customers for equipment sales.

Potential

India is actively promoting investment in semiconductor manufacturing plants as a national policy. A semiconductor fab is also planned to be built jointly by the Tata Group and Taiwan's Powerchip Semiconductor Manufacturing Corporation (PSMC), leading to strong demand for legacy equipment and maintenance services.

Strategy

In 2024, the company began developing its customer base in India, starting with participation in Semicon India to target market expansion. In the medium to long term, India is being considered as one of the overseas sales bases.

potential

China's semiconductor market is growing due to huge domestic demand and progress in digitalization.
There is a lot of room for growth. Although there are short-term constraints due to US-China friction, domestic production investment is accelerating, and with policy support, medium- to long-term self-reliance and market expansion are expected.

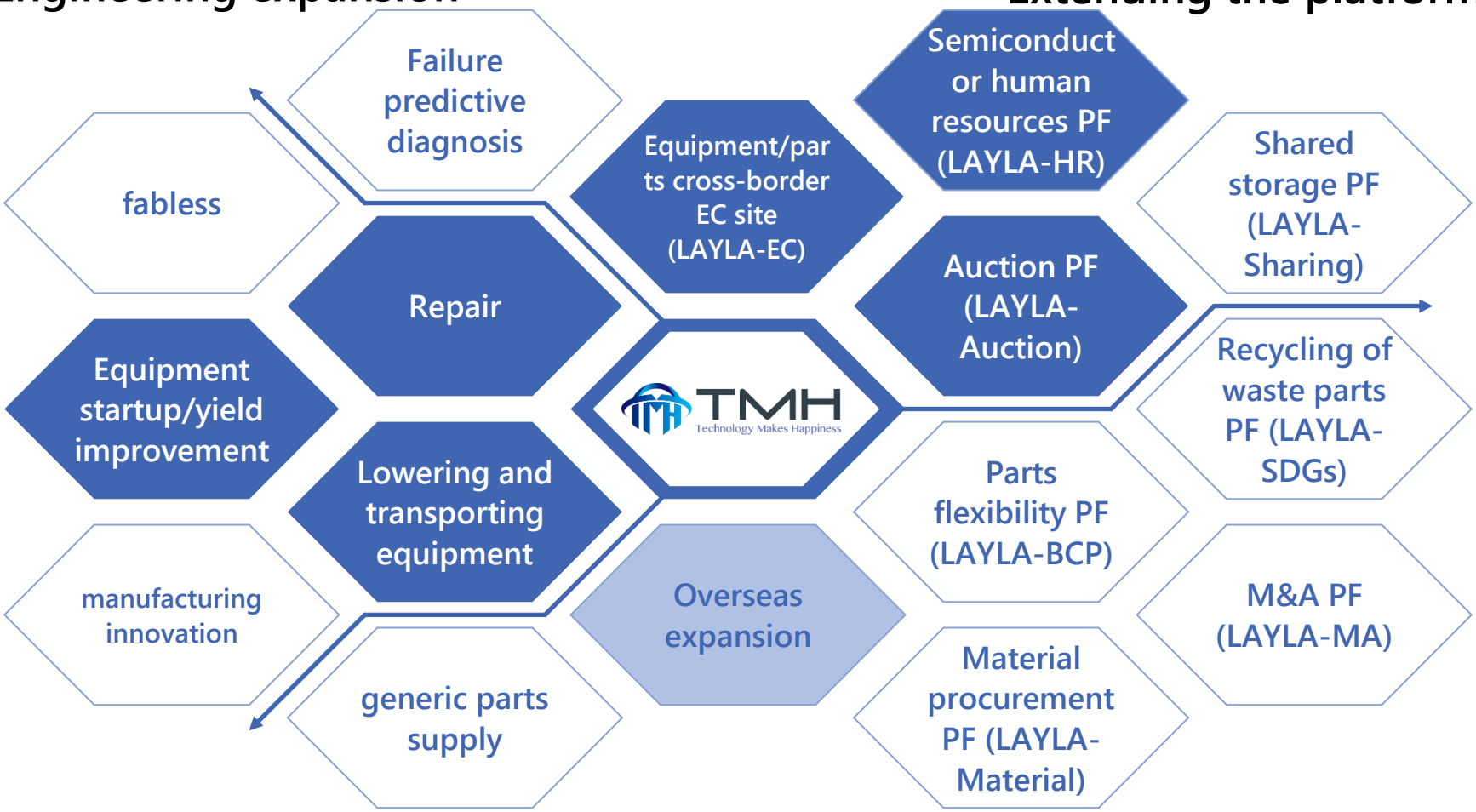
strategy

Launching new businesses in collaboration with local companies and buying and selling used equipment considered as a base for smooth promotion.

Promoting new businesses ~ Our vision for growth ~ Continuing to invest in growth as a company that continues to innovate and solve problems related to semiconductor manufacturing.

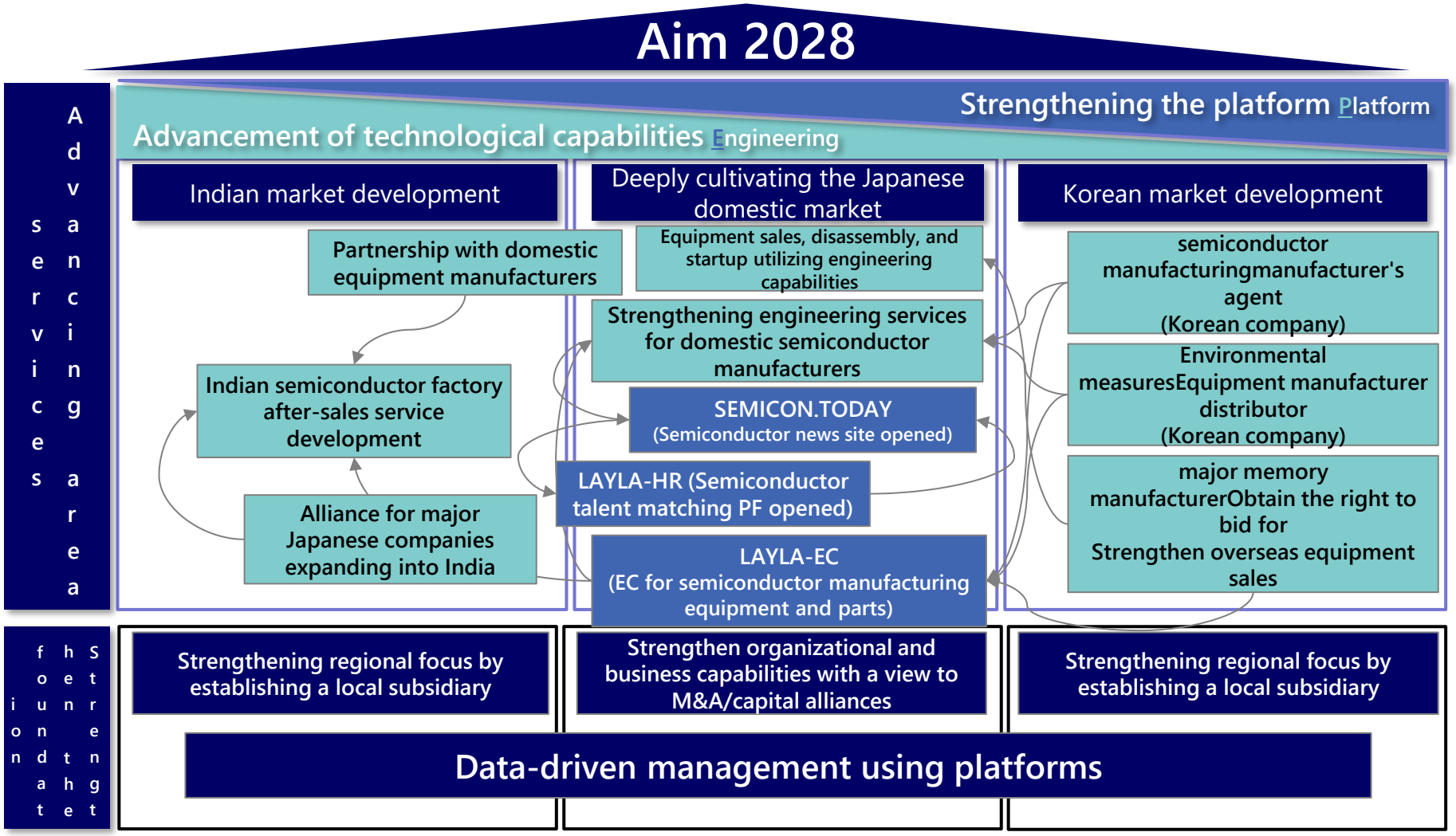
Engineering expansion

Extending the platform



Measures to achieve medium-term margin targets Aim for sales (total amount of merchandise) of over 18 billion yen and operating income of over 1.7 billion yen by expanding markets and services.

Sales (gross amount in circulation)Over 18 billion yen　Operating profitOver 1.7 billion yen



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AGENDA

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Business risks and countermeasures

item	Overview of business risks, etc.	possibility	degree of influence	Manifestation period	Countermeasures
About the macroeconomic environment	Semiconductors are used in a variety of products, and demand fluctuates depending on the economy and technological innovation. Our business flow also includes imports and exports to overseas semiconductor manufacturing plants. Therefore, our business results may be affected by the economy, economic trends, technological innovations and geopolitical risks.	Medium	Medium	Short-term to long-term	We have established a system in which the Risk Compliance Committee considers risks to be addressed and reports them to the Board of Directors. In addition, in order to detect signs of the emergence of such risks at an early stage, we conduct research and analysis of market trends and competitive situations, and strive to understand needs through dialogue with customers.
Regarding exchange rate fluctuations	We import parts and other items from overseas such as Taiwan, South Korea, and the United States. If the foreign currency we use for imports (mainly US dollars) becomes weaker, it may lead to an increase in purchasing costs.	Medium	Medium	No specific time	We strive to pass on increases in purchasing costs due to exchange rate fluctuations to sales prices. In addition, in connection with import transactions, we are continually working to hedge foreign exchange risks by making prepayments at the time of contracts, etc.
Regarding dependence on major customers	The semiconductor industry is becoming increasingly oligopolized, resulting in an environment where large companies have a high market share. Against this backdrop, a relatively large proportion of our sales are to major semiconductor manufacturers, and we tend to be easily affected by investment trends of major semiconductor manufacturers.	Medium	Medium	No specific time	Through detailed dialogue with customers, we will strive to understand the trends of each major customer company and develop new customers.
About procurement	Particularly in the equipment sales business, used equipment and parts are often procured from specific major semiconductor manufacturers that are prioritizing new capital investment. Therefore, if supply from a supplier is interrupted for any reason, our procurement may be delayed.	small	Medium	No specific time	We have relationships with over 200 suppliers around the world. In addition, we constantly collect inventory information held by these suppliers, secure a wide range of procurement sources to enable flexible responses to customer needs, and strive to reduce dependence on specific suppliers.
Regarding securing and training human resources	If there is an impact on recruitment competitiveness due to locating the head office in a rural area, or if the development and retention of human resources does not proceed as planned, it may become a constraint on business expansion.	Medium	large	No specific time	In addition to continually striving to secure talented human resources, we will strive to foster and permeate a company culture that contributes to the development and retention of human resources, and further improve our personnel system and work environment.

The above describes the main matters that the Company considers to be potential risk factors in its management. Of the contents listed in the securities registration statement "Business Risks, etc.," we have selected and listed the major risks that may affect the realization of growth and execution of business plans. For other risks, please refer to "Business Risks" in the securities registration statement.

Disclaimer

This material also refers to future prospects based on current plans, estimates, projections, or forecasts regarding industry trends and business content of our company.

These forward-looking statements involve various risks and uncertainties. Known and as yet unknown risks, uncertainties and other factors may cause actual results to differ from those contained in the forward-looking statements.

The Company's actual future business content and performance may differ from the future outlook described in this material.

Please note that the statements regarding future prospects in this document have been made by the Company based on information available as of November 2025, and the Company does not guarantee future results or performance.

Regarding the handling of this material

This material was prepared by our company solely for the purpose of providing corporate information, etc. of TMH Co., Ltd. (hereinafter referred to as "our company"), and is not intended to solicit investment in our securities.

The information contained in this material is based on current economic, regulatory, and market conditions.
This material contains forward-looking statements. These forward-looking statements are made based on information available at the time they are made. These statements are not guarantees of future results or performance.

Such forward-looking statements necessarily involve known and unknown risks and uncertainties that may cause actual future performance or financial condition to differ materially from any predictions of future performance or results expressed or implied by the forward-looking statements.

Information about companies other than our company and information prepared by third parties contained in this material is quoted from publicly available information, etc., and we have not independently verified the accuracy and appropriateness of such data and indicators, and we cannot assume any responsibility for them.

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 & 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 (SG&A)	634	• We estimate costs based on previous year's results, increased number of employees, and expansion plans.
Non-operating Income and Expenses	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.