Tokyo Stock Exchange (TSE): 6264

Marumae Co., Ltd.

Revision of Numerical Targets

Revision of the Medium-Term Business Plan

August 21, 2026

Master the Way, Shape the Future.

Technology for the Future

Manufacturer of vacuum components for semiconductors and FPD production equipment

Medium-term Business Plan

“Fusion 2028”

FY2026-FY2028 (Aug. year-end)

Revised Financial Forecasts

*No briefing session will be held regarding this document.

1. Medium-term Business Plan

Group Management Policy
"Contributing to society through our expertise in materials and processing technology"

Group Medium-term Management Strategy

A. Capturing Customer Needs through Creation of New Materials and Technologies

Advance development of low-temperature compatible materials required for cryogenic etching in semiconductor manufacturing processes and high-insulation coatings (primarily KMAC)

B. Aiming for Stable Growth by Expanding Consumable Orders

Enhance the technological capabilities required for producing ESC and electrodes—high-value-added consumables used in vacuum environments within etching and CVD equipment—to expand orders. Consequently, aim for management that enables stable growth independent of fluctuations in semiconductor capital investment.

*Added a strategy for the entire group to expand market share through capital investments tailored to market needs.

1. Medium-term Business Plan

Revised Numerical Plan (Consolidated)

***Approved by the Board of Directors on August 21, 2026**

Medium-term Business Plan

Fusion 2028

Numerical Targets (consolidated)	Net sales	32.0B yen	Operating profit	8.2B yen
Operating margin (by segment)	Precision components business	32%	Functional materials business	20% *1
ROIC			Consolidated ROIC target	25%
Payout Ratio	Payout ratio	35% or more	Minimum dividend	Annual 30 yen *2

*1 The operating margin target for the Functional Materials Business is after amortization of goodwill and other items.
*2 Minimum of 15 yen per half year. Also, subject to review if final profit or loss for the full year is in the red.

1. Medium-term Business Plan

Revised Numerical Plan (Consolidated)
***Approved by the Board of Directors on August 21, 2026**

Medium-term Business Plan

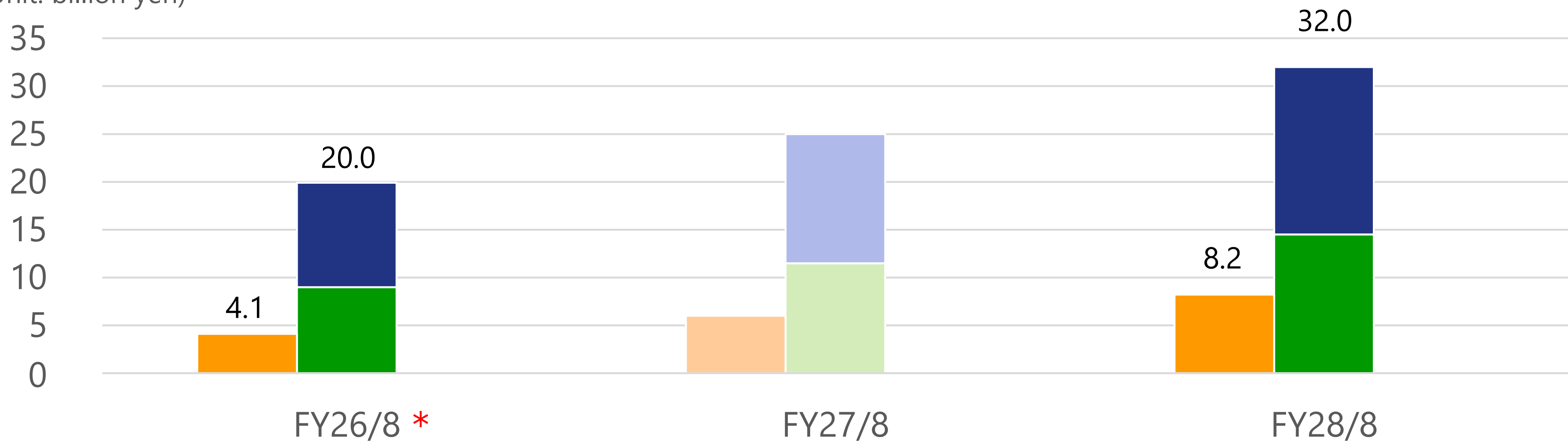
Fusion 2028

	Net sales	Operating profit	ROIC
New Numerical Targets (Consolidated)	32.0B yen	8.2B yen	25%
Previous Numerical Targets (Consolidated)	25.0B yen	5.6B yen	15%

1. Medium-term Business Plan

Segment Targets

(Unit: billion yen)



(Unit: billion yen)

Fiscal year-end	FY26/8	FY28/8
Net Sales (Precision Components)	9.1	14.5
Operating Profit (Precision Components)	2.3	4.7
Net Sales (Functional Materials)	10.9	17.5
Operating Profit (Functional Materials)	* 2.2	* 3.9
Amortization of Goodwill, etc. (Functional Materials)	0.4	0.4

*Current forecast for the fiscal year ending August 2026; operating profit for the Functional Materials segment is before goodwill amortization.

1. Medium-term Business Plan

Plan Revision

- ✓ Compared to initial forecasts, the semiconductor-related market has expanded more rapidly than expected.
- ✓ Improvement in profit margins through higher utilization rates driven by increased demand for KMAC.
- ✓ Profit margin improvement expected at Marumae through higher in-house production ratio.
- ✓ Increased market share through expanded sales to new customers.
- ✓ Profit margin improvement expected by offsetting rising costs through price increases across the Group.
- ✓ Given the increased likelihood of achieving former targets ahead of schedule, a revised numerical plan has been approved by the Board of Directors.

2. Segment Information

Segment Classification

Precision Components

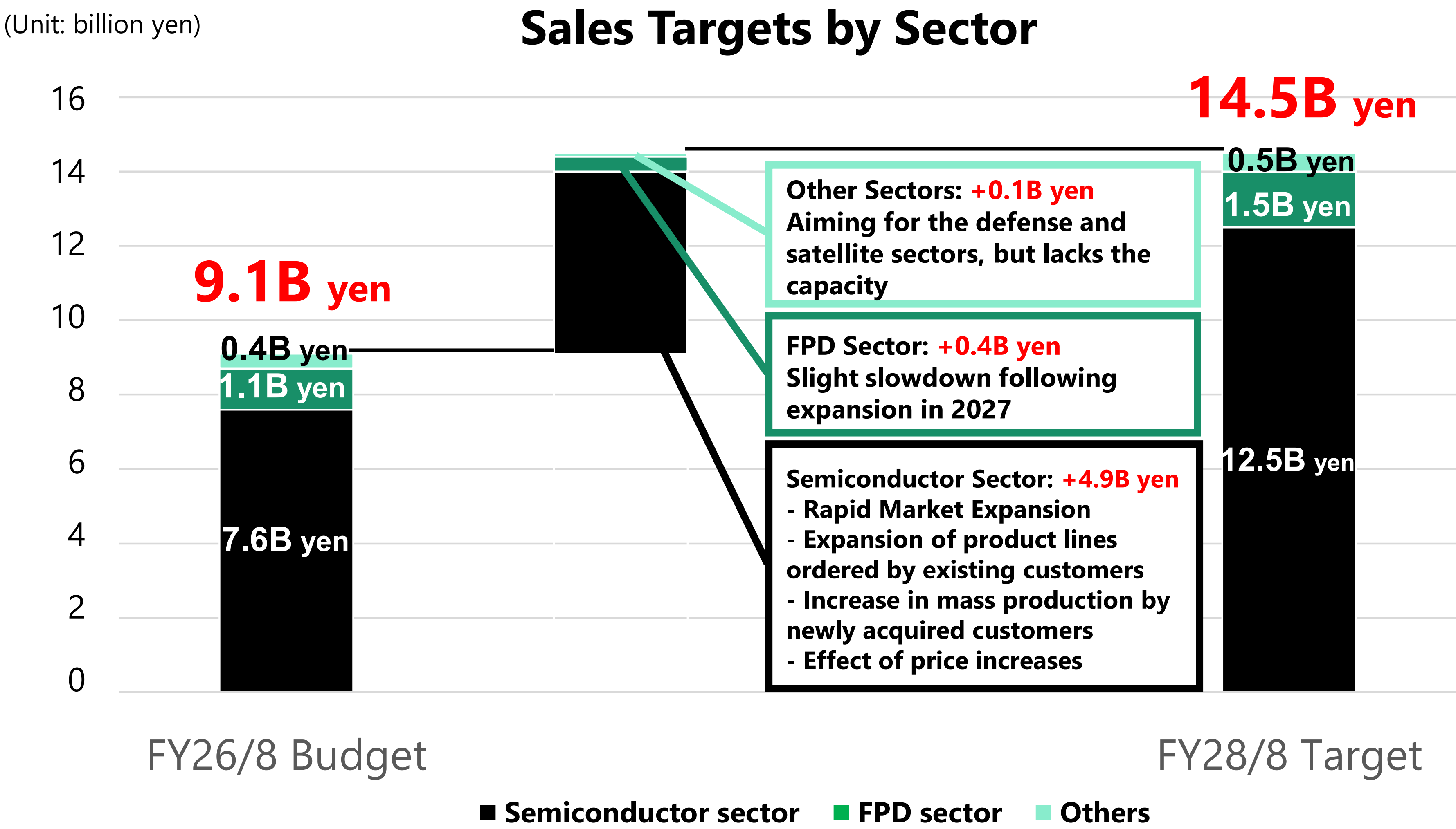
- ■Marumae Business
- ■Semiconductors/FPD/Others

Functional Materials

- ■KMAC (KM Aluminium) Business
- ■IT equipment/Semiconductor equipment components and materials/Basic materials

2. Segment Information

Precision Components Business: Numerical Targets—From the 2026 Budget to the 2028 Targets

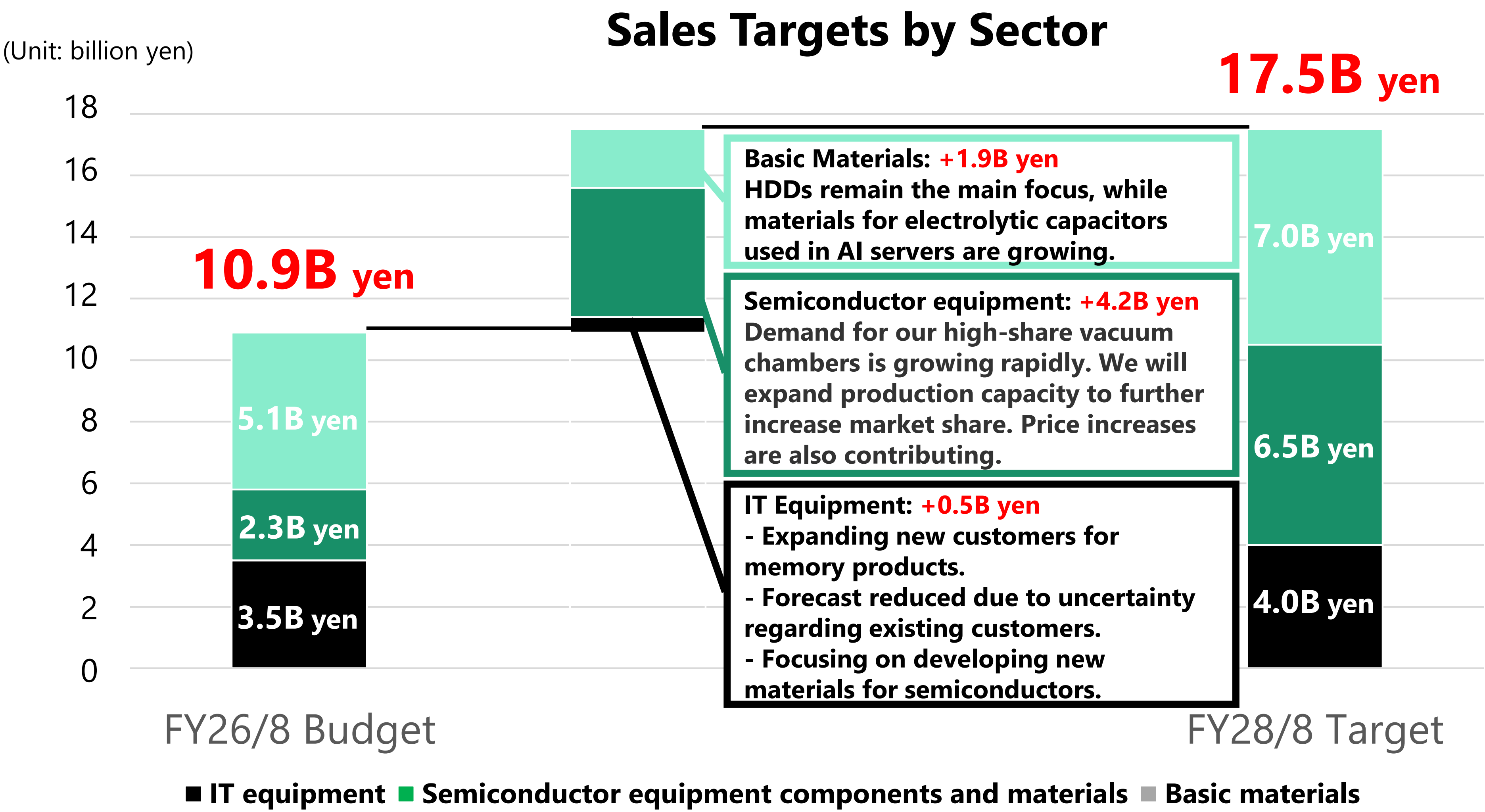


Expecting growth driven by semiconductor market expansion, increased share among existing customers, and the acquisition of new customers.

The figures for the fiscal year ending August 2028 are targets set in the medium-term plan and are not official forecasts.

2. Segment Information

Functional Materials Business:
Numerical Targets—From the 2026 Budget to the 2028 Targets



The figures for the fiscal year ending August 2028 are targets set in the medium-term plan and are not official forecasts.

Our goal as a company is for our technology to make a social contribution through sustainable management.

Company Profile

History

MARUMAE

1988 Oct. Established Marumae Kogyo, Ltd.

1992 Founded T's M's R&D
Began manufacturing motorcycle parts (now Marumae's current business).

1997 Oct. Integrated R&D division into Marumae.

2001 Apr. Changed company name to Marumae Co., Ltd.

2004 Nov. Designated as a Green Sheet stock.

2006 Dec. Listed shares on the TSE Mothers market.

2018 Dec. Listed shares on the First Section of the TSE.

2022 Dec. Transitioned to the Prime Market of the TSE.

KMAC

1989 Feb. Based on the Casting Division of Mitsui Aluminium Co., Ltd., Kyushu Mitsui Aluminium Co., Ltd. was established with investment from Mitsui Group companies.

1997 Sep. Completed anodizing cleanroom.

2006 Dec. Completed high-purity aluminum (5N) plant.

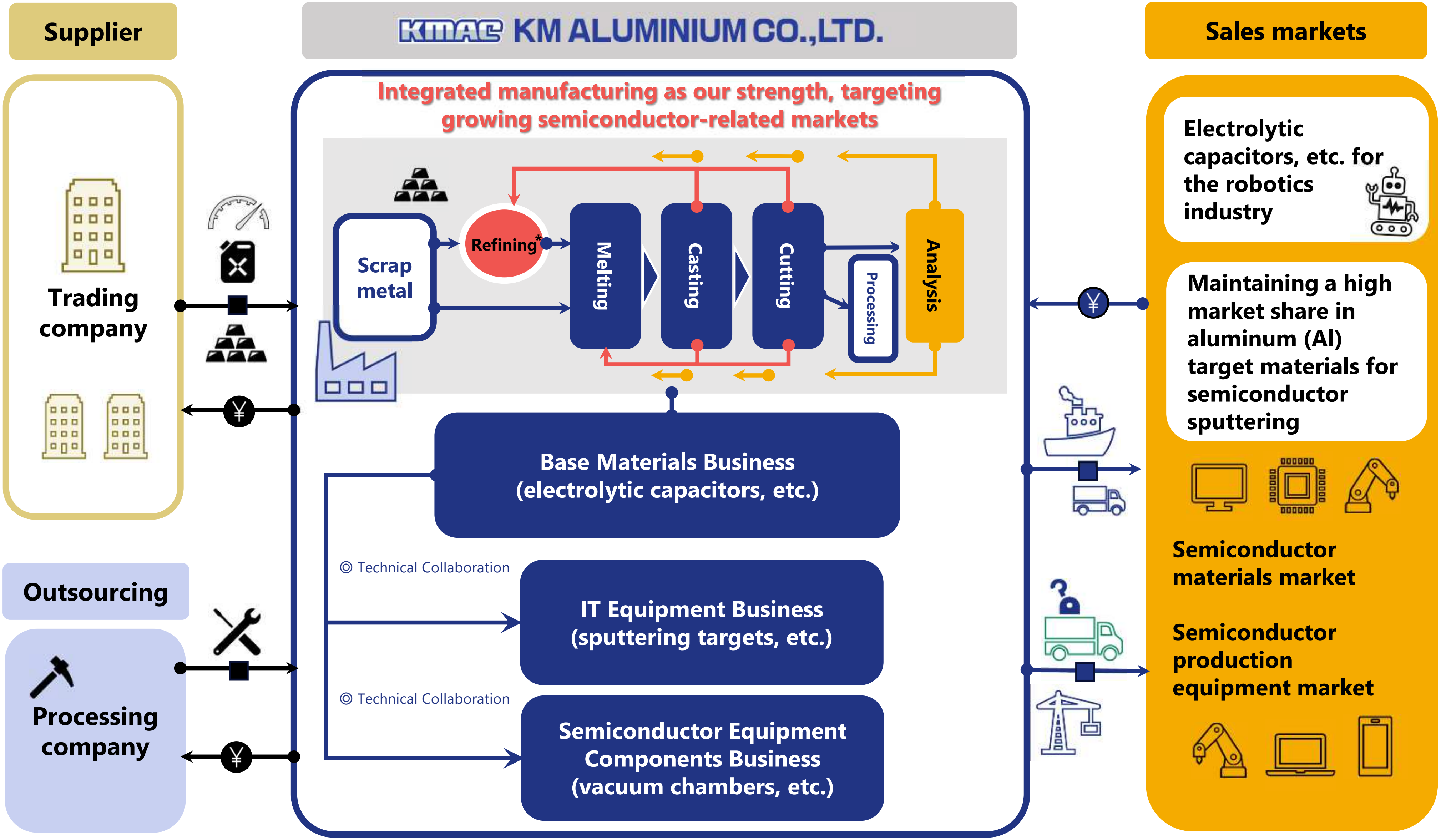
2007 Jun. Completed No. 3 Casting Plant for casting chambers.

2015 Shares were transferred from the Mitsui Group to KMJ Holdings 2 Co., Ltd. The company name was changed to KM Aluminium Co., Ltd.

2025 Apr.
Group integration

Functional Materials (KMAC) Business Model

Targeting growth in semiconductor-related markets based on comprehensive capabilities and synergies cultivated through years of integrated manufacturing.



***Refining (purification) technology:** A world-class technology for producing high-purity aluminum using the Pechiney process, a type of segregation method.

Functional Materials (KMAC) Business Model

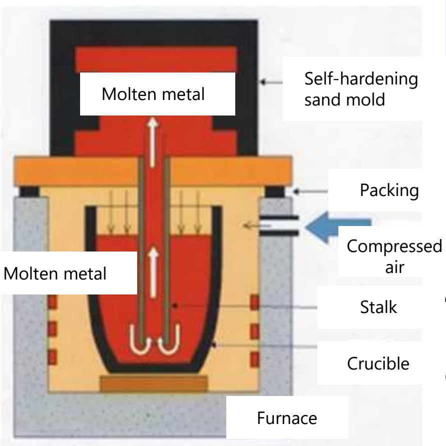
Targeting growth in semiconductor-related markets based on comprehensive capabilities and synergies cultivated through years of integrated manufacturing.

Our Competitive Edge in Semiconductor Vacuum Chambers

Background

- **Increase in device size and number of chambers.**
- **Generally, cutting chambers have low yield and high costs.**

Supplying low-cost, high-quality cast products using low-pressure casting technology



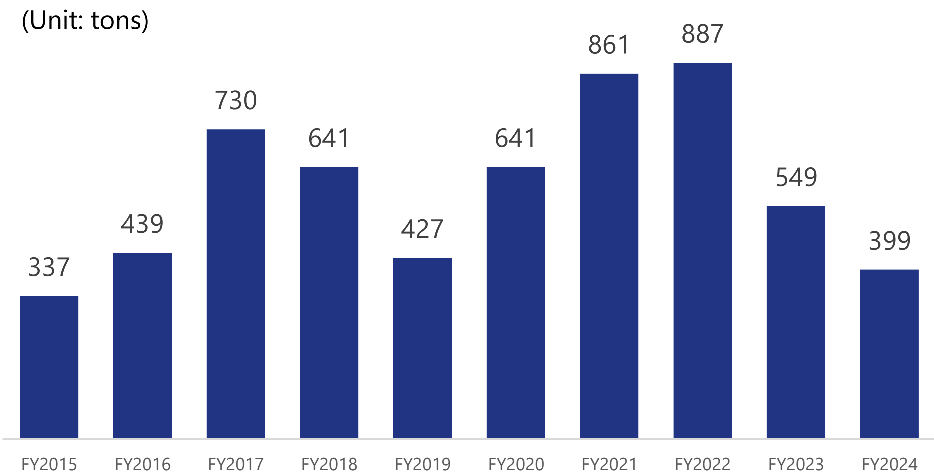
How low-pressure casting works

1) **Large melting and casting furnaces, equipment, and infrastructure enabled by integrated production from raw materials.**
2) **Developing casting alloys using expertise in chemical analysis.**
3) **Molten metal management technology cultivated through material manufacturing.**

Technology

- **KMAC can provide low-pressure castings weighing 400 kg or more!**

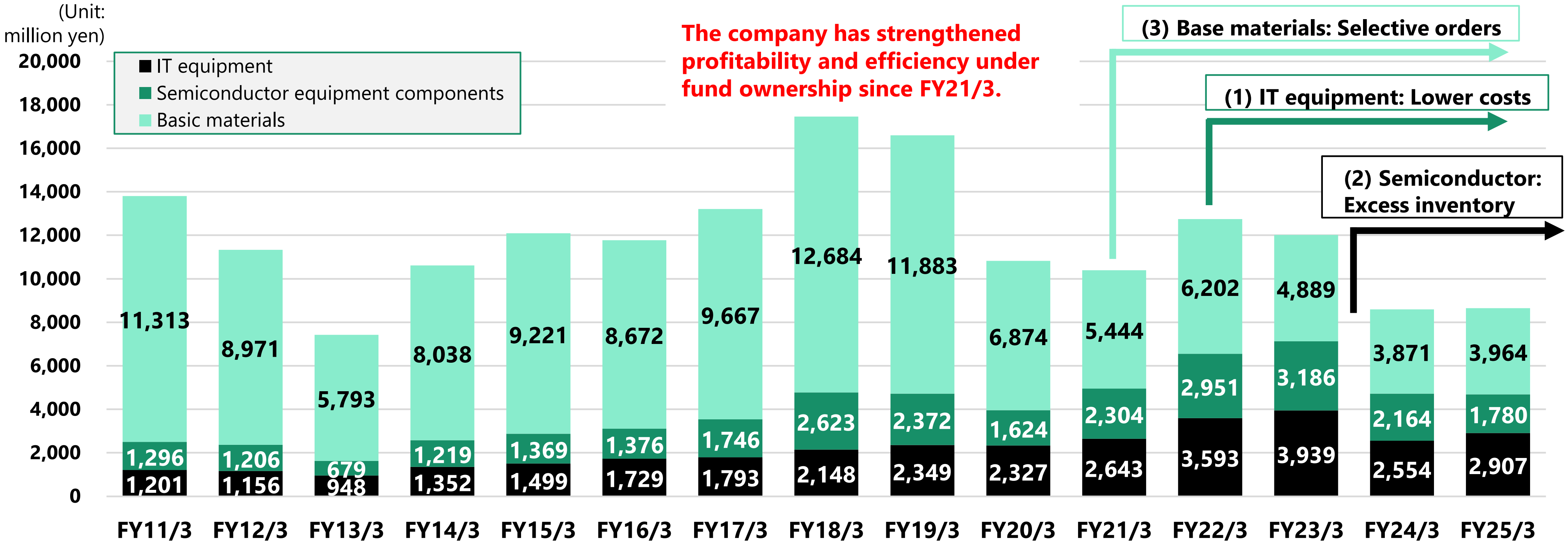
KMAC Vacuum Chamber Sales Volume Trends



In recent years, sales have temporarily declined due to inventory adjustments. Going forward, in addition to increased demand for semiconductor equipment, we are expanding sales to new customers by leveraging our strengths in low cost and high quality.

Functional Materials (KMAC) Business: Past Fiscal Year Performance

KMAC Functional Materials – Past Results



Key points

IT equipment

Strengthening competitiveness through enhanced in-house refining — High profit

- Consumables mainly for target materials.
- Higher profit margins through cost reduction activities since FY22/3.

Semiconductor equipment components

Linked to the WFE market — High profit

- Mainly vacuum chambers for semiconductor etching equipment.
- The impact of customers' excess inventories has persisted since FY24/3.

Basic materials

Strategically reduce low value-added orders

- Mainly high-purity aluminum for electrolytic capacitors and hard disk drives; also small-lot sales of aluminum slabs.
- Began full-scale selective order acceptance from 2021 onward, during the market slump.
- Marginal profit margin remains at around 35%, but improves significantly compared to before FY21/3.

Foundation

Precision Parts (Marumae) Business Model

Major Processes and Products

Our products provide core support for semiconductor and FPD production equipment.

Main processes of customers who use our products:

(Semiconductors)
- Etching
- CVD
- Coating/developing
- Cleaning

(FPD)
- Etching
- CVD
- Coating/developing
- Sputtering
- Cleaning
- Ion implantation

Our main products:
- Vacuum chambers
- Shower heads
- Exhaust plates
- Electrostatic chucks
- Heaters
- Upper electrodes
- Targets
- Parts for transfer systems
- Various vacuum components

* This photo is a sample image

Reference (Company Overview)

Company name	Marumae Co., Ltd.
Established	October 1988
Capital	3,500,210,000 yen (as of July 31, 2026)
Representative	Toshikazu Maeda, President and Representative Director
Consolidated subsidiary	KM Aluminium Co., Ltd.
Number of employees (consolidated)	641 employees (as of July 31, 2026) Other: 60 temporary agency workers
Group location	Izumi Factory (Headquarters): 2141 Onohara, Izumi, Kagoshima 899-0216, Japan Takaono Factory: 3816-41 Okubo, Takaono, Izumi, Kagoshima 899-0401, Japan Kanto Factory: 2-17-15 Hizaori, Asaka, Saitama 351-0014, Japan KM Aluminium Co., Ltd. (Head Office and Factory): 80 Yotsuyama, Omuta, Fukuoka, 836-0067, Japan
Group Business	Marumae Co., Ltd. • Design, manufacture, machining, and assembly of precision machinery and equipment • Design and manufacture of precision machine components • Design, manufacture, and sale of industrial and medical equipment • Inspection and repair of precision machine components and mechanical equipment • Development and sale of software • Plate working ・Plumbing ・Transportation ・Real estate leasing KM Aluminium Co., Ltd. • Manufacture and sale of aluminum ingots, billets, slabs, and alloys • Manufacture and sale of high-purity aluminum ingots • Fittings and sheet metal work • All businesses incidental to the above

Total number of shares issued*		13,053,000 shares
Share unit number		100 shares
Total number of shareholders		11,593
Major shareholders* (common stock)	Toshikazu Maeda	4,455,508 shares
	The Master Trust Bank of Japan, Ltd. (Trust account)	884,500 shares
	NOMURA PB NOMINEES LIMITED OMNIBUS-MARGIN (CASHPB) (Standing proxy)	576,000 shares
	Misako Maeda	504,000 shares
	Custody Bank of Japan, Ltd. (Trust account)	224,500 shares
	Yoshiko Maeda	180,000 shares
	Koei Igarashi	169,000 shares
	BNY GCM CLIENT ACCOUNT JPRD AC ISG (FE-AC) (Standing proxy)	163,954 shares
	MORGAN STANLEY & CO. LLC (Standing proxy)	139,086 shares
	JPMSPLC CLIENT ASSETS CL JPY (Standing proxy)	129,800 shares
	(Note) There are 377,755 treasury shares. (as of February 28, 2026)	

* Figures prior to the 2-for-1 stock split effective April 1, 2026.

Notes

Information that refers to future events, including the information listed in this material and content that has been orally explained, is an outlook based on certain assumptions, which include variable elements such as evaluations by Marumae's management.

This material has been prepared for shareholders and investors for them to grasp the current status and management policies of Marumae and does not provide readers with a basis for making any investment decision such as the purchase or sale of Company shares. The Group bears no responsibility for any investment decision.

Although the Group has taken care in preparing the listed information, including the numerical figures, this material contains many numerical figures that have not been audited. Therefore, the Group does not assure their accuracy. Moreover, the Group does not bear any responsibility for the information listed nor for any errors contained herein for any reason.

Please contact us here

Person in charge of IR, General Affairs Section, Administration Department, Marumae Co., Ltd.

Mail Inquiry_en@marumae.com

Izumi Factory (Headquarters)
2141 Onohara, Izumi, Kagoshima 899-0216, Japan

https://www.marumae.com/en/index.html

Master the Way, Shape the Future.

Master the Way, Shape the Future.

MARUMAE