

ORGANO CORPORATION

Financial Report for Fiscal Year Ended March 31, 2022

Securities Code: 6368

May 19, 2022

Contents

- 1 . FY ended 03/2022 Results
- 2 . FY ending 03/2023 Plan
- 3 . Medium-term Management Plan
- 4 . Company Overview

Contents

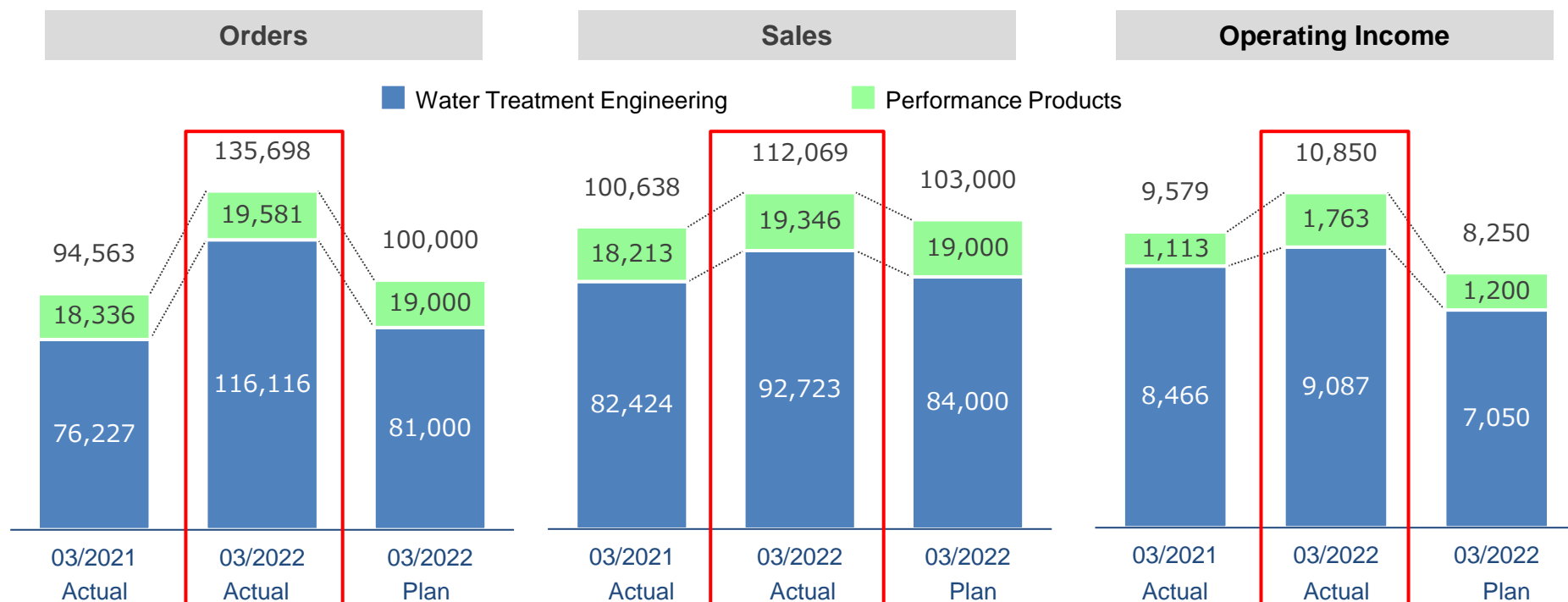
- 1 . FY ended 03/2022 Results
- 2 . FY ending 03/2023 Plan
- 3 . Medium-term Management Plan
- 4 . Company Overview

Overview of FY ended 03/2022 Results

■ Orders, sales, and operating income reached record highs.

- Water Treatment Engineering business benefited from a series of large semiconductor-related projects in Japan and overseas.
- Sales of water treatment chemicals and compact equipment were strong in the Performance Products business.

(Unit: Million JPY)



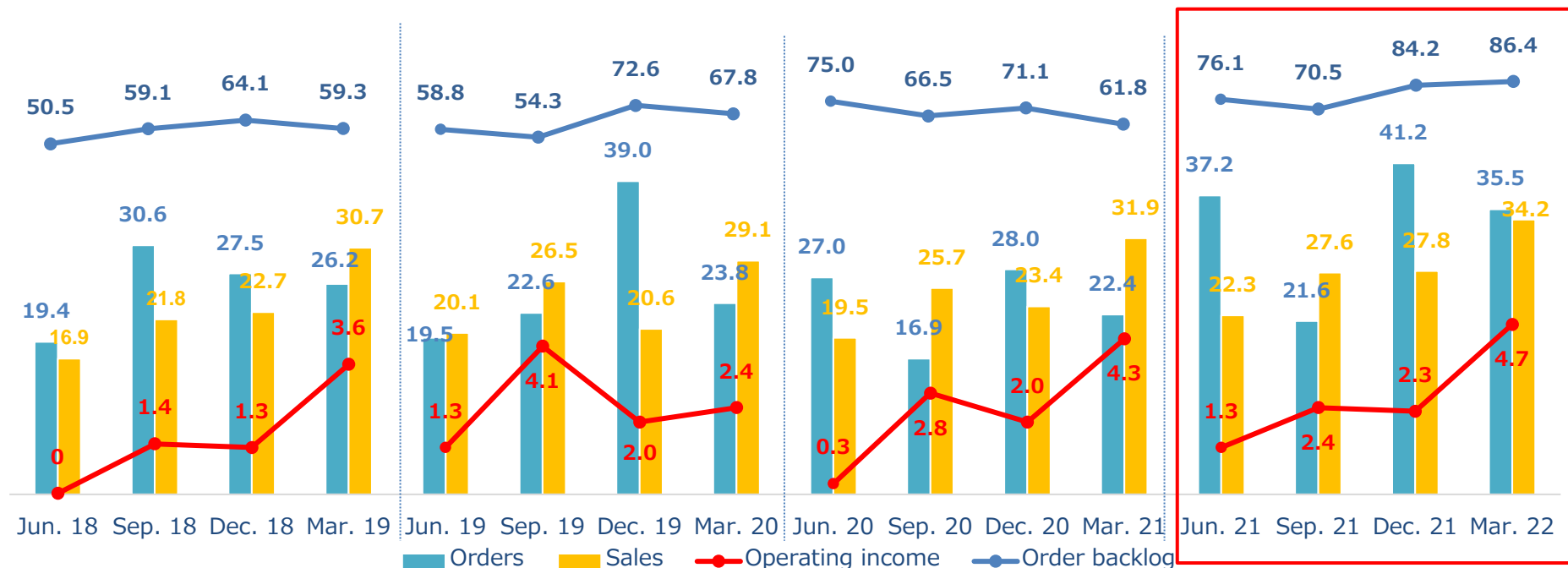
FY ended 03/2022: Quarterly (three month) Results

■ Orders received remained high and sales progressed steadily in FY03/2022

- Increases or decreases in orders received are greatly influenced by trends in contracts for large projects.
- Sales and profits tend to be concentrated in Q4 when delivery deadlines overlap.

(Unit: Billion JPY)

Quarterly (three-month) performance trends (orders received, sales, order backlog, and operating income)



FY ended 03/2022: Overview by Business

| | |
|--|--|
| Electronics | <ul style="list-style-type: none">• Large projects in China and the U.S. following those in Japan and Taiwan.• Despite supply chain disruptions such as raw material shortages affecting some projects, overall construction progressed smoothly, and sales increased. |
| General Industry | <ul style="list-style-type: none">• In addition to a decrease in large investments due to the pandemic, large plant project sales fell as resources were concentrated in the electronics industry.• Steady performance, especially in Service Solutions, and improved profitability. |
| Electric Power /Water Supply and Sewage | <ul style="list-style-type: none">• Demand for renewal of facilities and Service Solutions.• Continued steady growth, especially in Japan. |
| Performance Products | <ul style="list-style-type: none">• Water treatment chemicals increased sales of various treatment agents for the electronics industry.• Sales of compact deionized water equipment to medical and research institutions recovered, and sales of the new product <i>Puric μ</i> (Mu) got off to a strong start.• Food business remained almost at the same level as the previous year. |

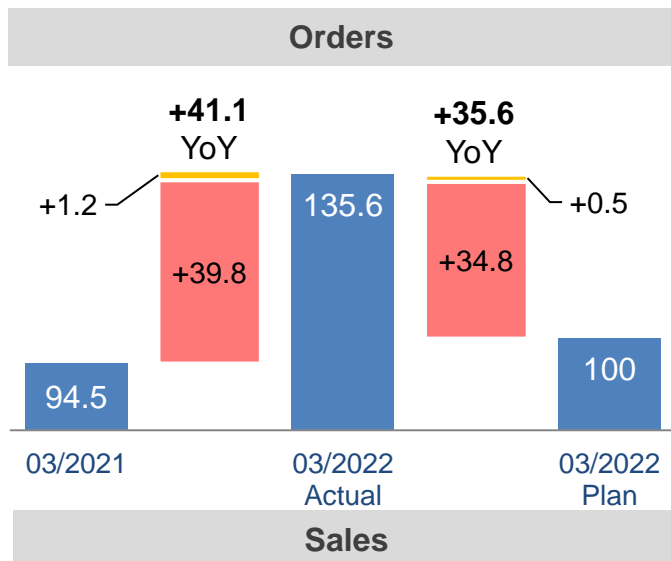
Results for Year Ending March 2022

| Unit: Million JPY | March 2021 Actual | March 2022 Actual | March 2022 Initial Plan | Year-on-Year | Actual-to- Forecast |
|--|----------------------|----------------------|----------------------------|--------------|------------------------|
| Orders | 94,563 | 135,698 | 100,000 | +43.5% | +35.7% |
| Sales | 100,638 | 112,069 | 103,000 | +11.4% | +8.8% |
| Gross profit margin (%) | 26,326 26.2% | 28,512 25.4% | 26,250 25.5% | +8.3% | +8.6% |
| SG&A ¹ | 16,746 | 17,662 | 18,000 | +5.5% | -1.9% |
| Operating income ratio (%) | 9,579 9.5% | 10,850 9.7% | 8,250 8.0% | +13.3% | +31.5% |
| Ordinary income | 9,900 | 11,545 | 8,150 | +16.6% | +41.7% |
| Profit attributable to owners of the parent company | 7,074 | 9,210 | 6,500 | +30.2% | +41.7% |
| Return on Equity (ROE) (%) | 11.1 | 12.9 | 9.3 | — | — |

1: SG&A = Selling, General, and Administrative expenses

Results for FY ended 03/2022: Analysis of Orders and Sales

(Unit: Billion JPY)



Orders

Up ¥41.1 billion (43.5%) year on year

- The electronic industry continues to expand with large investments both domestically and internationally.
- Performance Products recovered from the previous year's decline.

Surpassed plan by ¥35.6 billion (35.7%)

- The electronics industry saw a greater-than-expected increase in the number and scale of projects.
- In Performance Products, water treatment chemicals and compact equipment performed well.

Sales

Up ¥11.4 billion (11.4%) year on year

- Sales in the electronics industry increased due to progress in construction work for large-scale projects.
- In Performance Products, water treatment chemicals and small equipment performed well.

Surpassed plan by ¥9.0 billion (8.8%)

- The electronics industry saw strong orders and increased sales.
- Electric power, water and wastewater solutions were steady in Japan.

■ Performance Products
 ■ Electric Power / Water Supply and Sewage
 ■ Electronics

Results for FY ended 03/2022: Analysis of Orders

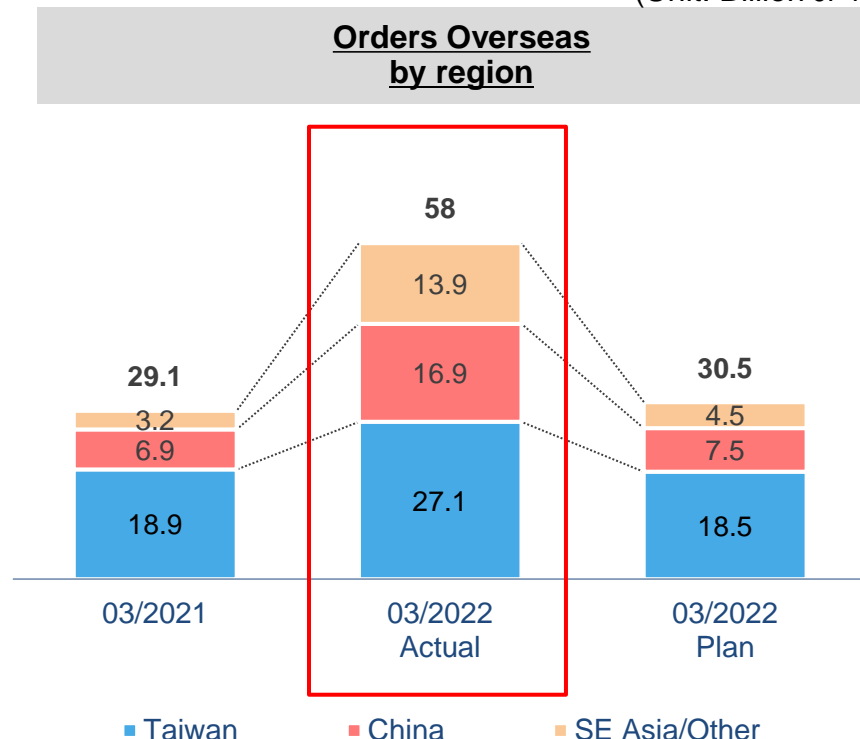
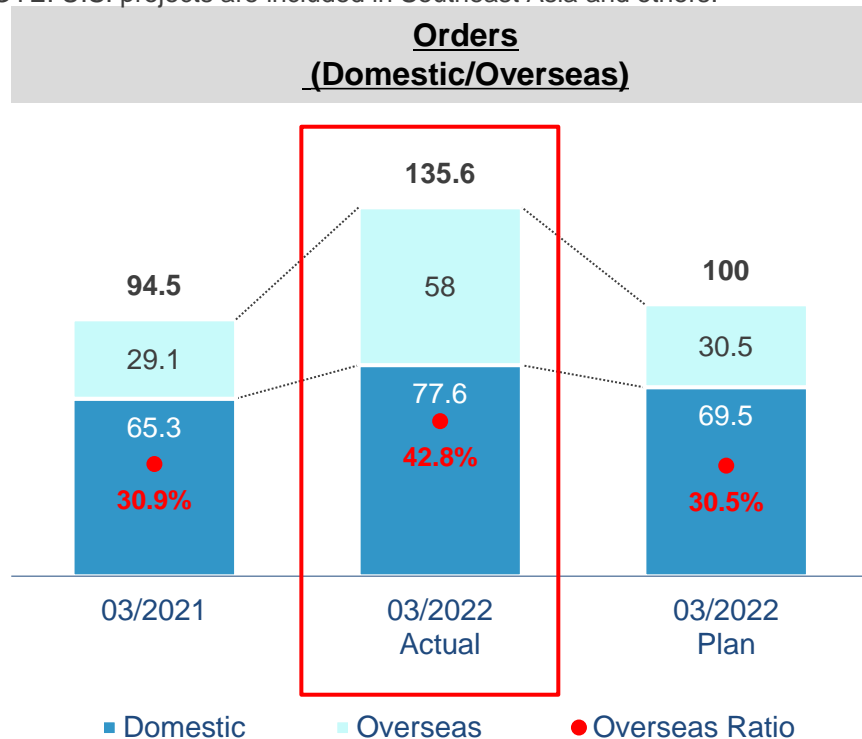
■ Orders received increased significantly both domestically and overseas, particularly in the electronics industry.

Japan: Increased investment in power semiconductors and wafers, in addition to expansion projects by major customers.

Overseas: In addition to the active Taiwanese market, orders for large-scale projects in China and the U.S. also contributed.

NOTE: U.S. projects are included in Southeast Asia and others.

(Unit: Billion JPY)



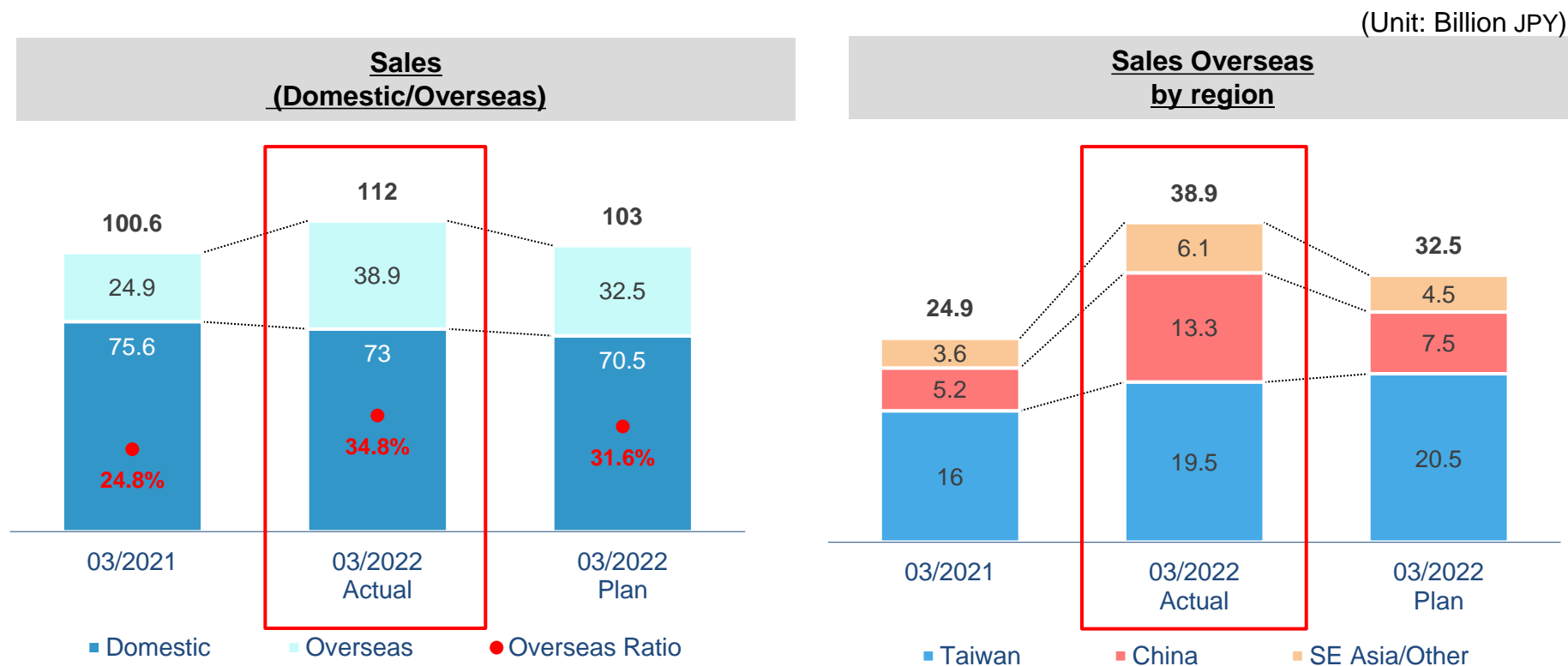
Results for FY ended 03/2022: Analysis of Sales

■ Sales expanded mainly overseas, including semiconductor projects in Taiwan and China.

Japan: Steady progress in construction of large semiconductor-related projects for which orders were received.

Overseas: In addition to Taiwan, China saw substantial growth due to increased orders in the electronics industry.

NOTE: U.S. projects are included in Southeast Asia and others.



FY ended 03/2022: Sales by Segment and Customer

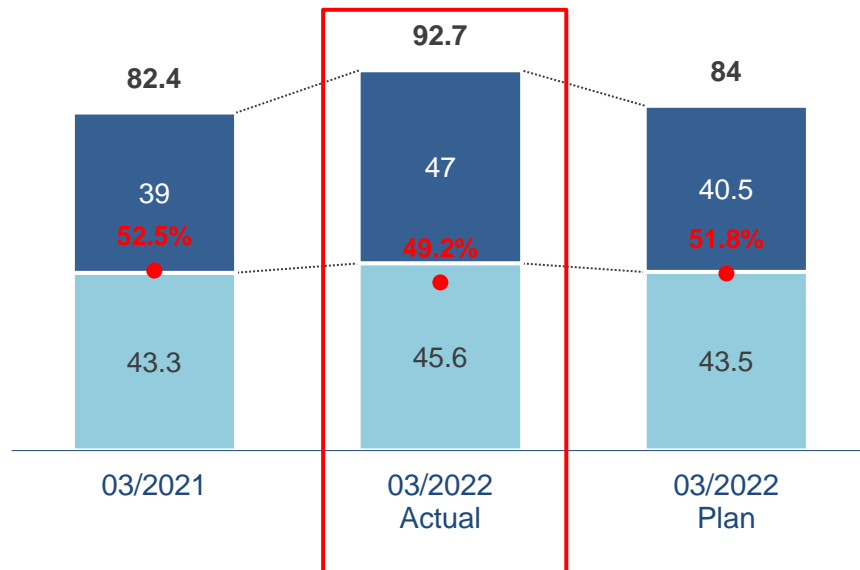
Water Treatment Engineering

■ Water Treatment Engineering business expanded sales, mainly to plants in the electronics industry.

- Plant sales from large semiconductor projects in Japan and overseas made a significant contribution.
- Service Solutions remained strong in the general, electric power, and water and wastewater industries, in addition to the electronics industry.

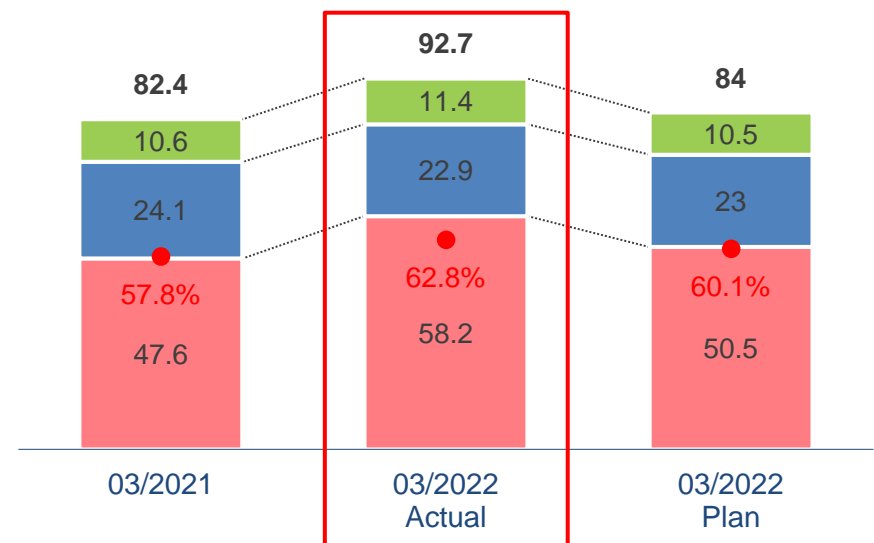
(Unit: Billion JPY)

Sales by Segment



■ Service Solutions ■ Plant ● Service Solutions Ratio

Sales by Market



■ Electric Power/Water Supply and Sewage
 ■ General Industry
 ■ Electronics Industry
 ● Electronics Industry Ratio

FY ended 03/2022: Orders by Segment and Customer

Electronics Industry

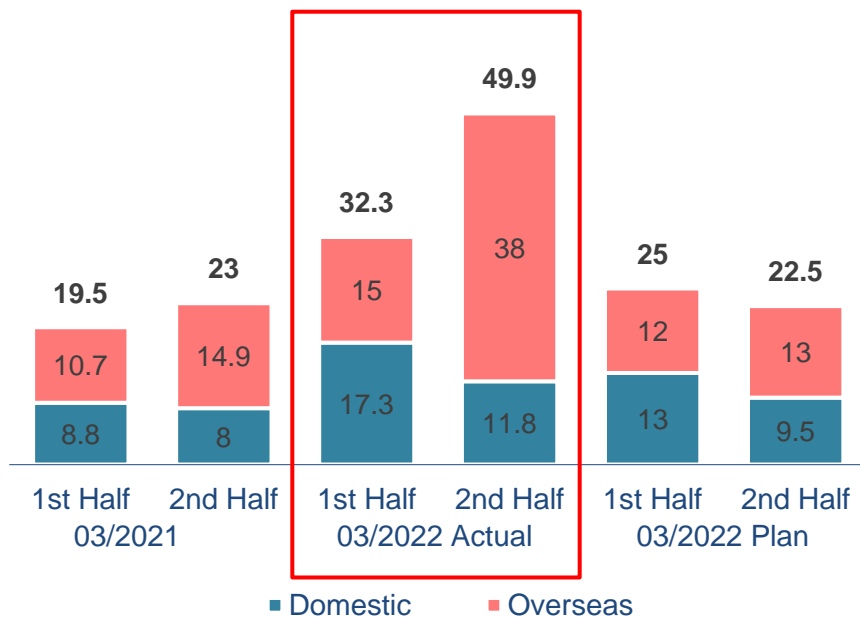
■ **Significant growth in the electronics industry, mainly in Taiwan, China, the U.S., and other overseas markets.**

Japan: In addition to expansion projects by major customers, there was an increase in projects for power semiconductors, wafers, and more.

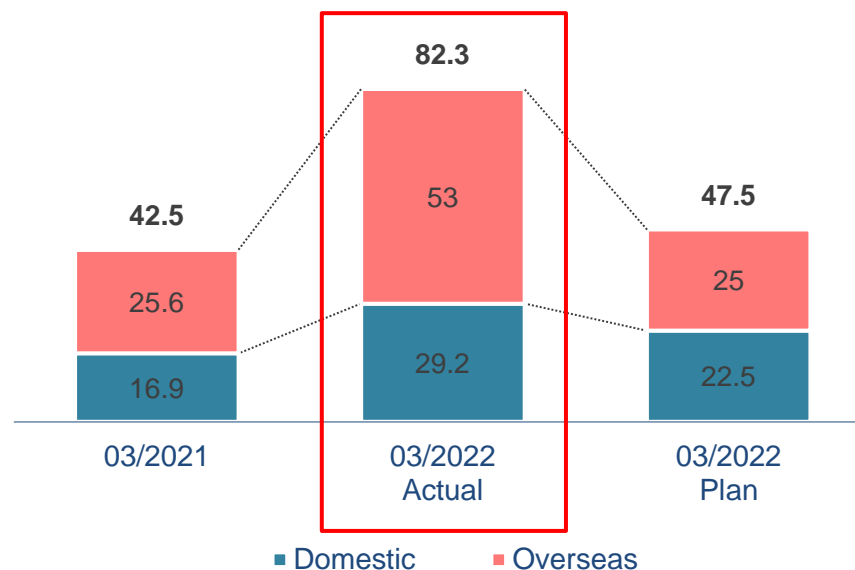
Overseas: In addition to the main market of Taiwan, orders for large-scale semiconductor projects were received in China and the U.S.

(Unit: Billion JPY)

Electronics Industry: Orders (1st Half vs. 2nd Half)



Electronics Industry: Orders



FY ended 03/2022: Sales by Segment and Customer

Electronics Industry

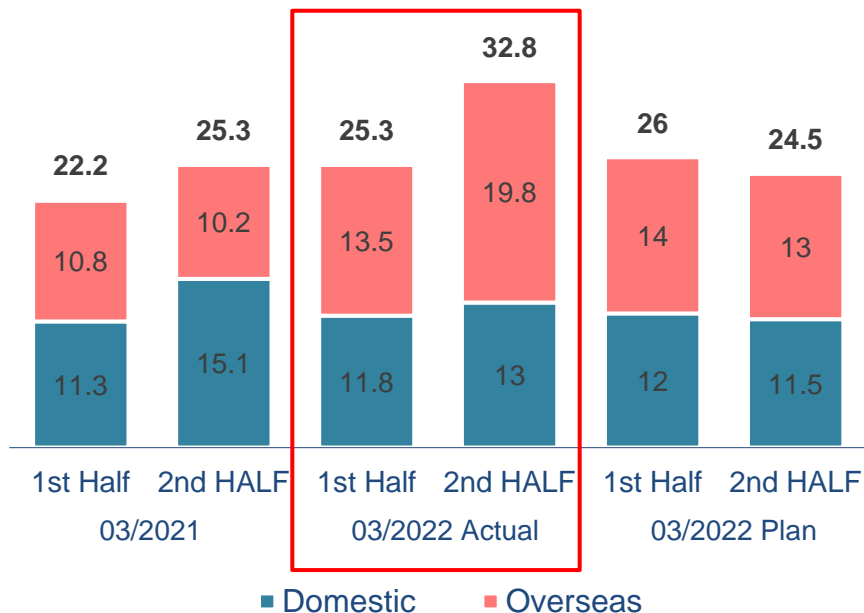
■ Sales grew in Japan and overseas due to progress in construction of ordered projects.

Japan: Construction of plant projects progressed steadily, and Service Solutions sales expanded.

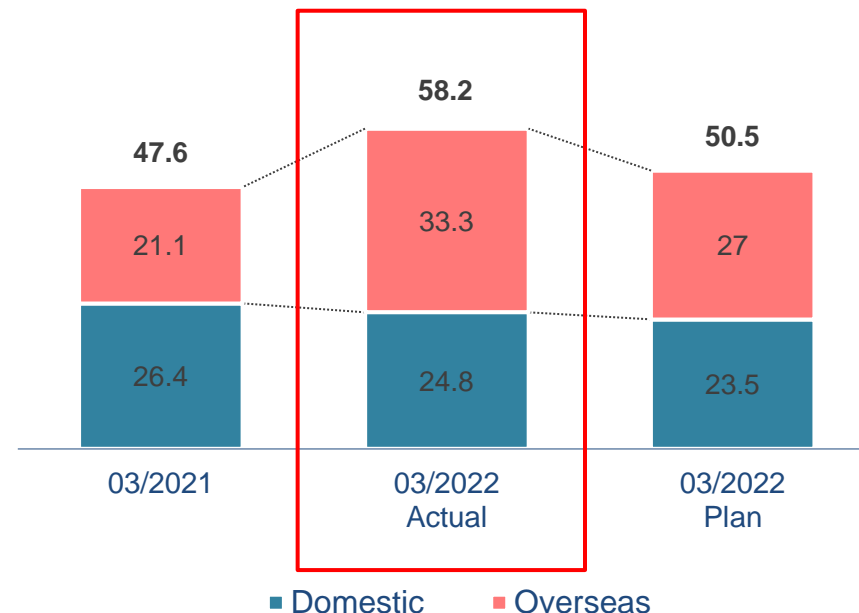
Overseas: Sales also increased due to a rise in orders despite the impact of process revisions in some projects.

(Unit: Billion JPY)

Electronics Industry: Sales (1st Half vs. 2nd Half)



Electronics Industry: Sales

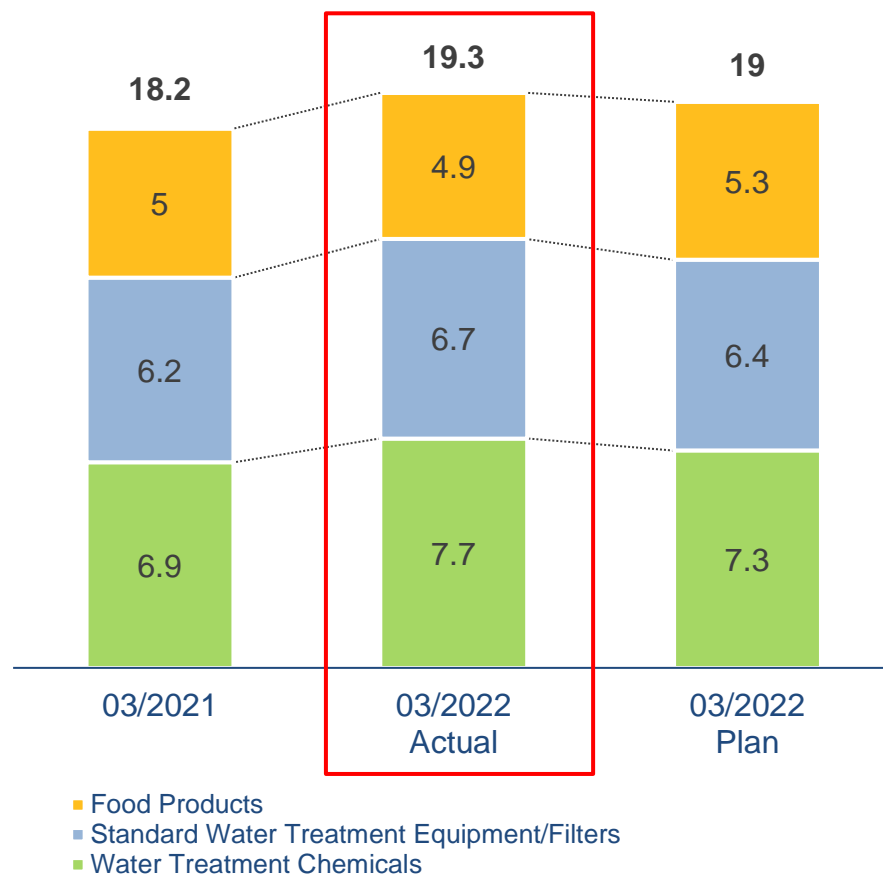


FY ended 03/2022: Sales by Segment and Customer

Performance Products

(Unit: Billion JPY)

Performance Products: Sales



Water Treatment Chemicals

- In addition to strong sales to the electronics industry, customers' production activities in the general industry were brisk, and sales of wastewater treatment chemicals and other products also grew.

Standard Water Treatment Equipment/Filters

- Sales of compact pure water systems to medical and research institutions recovered from the previous year. Sales of *Puric μ*, a newly launched compact ultrapure water purification system, also got off to a good start.

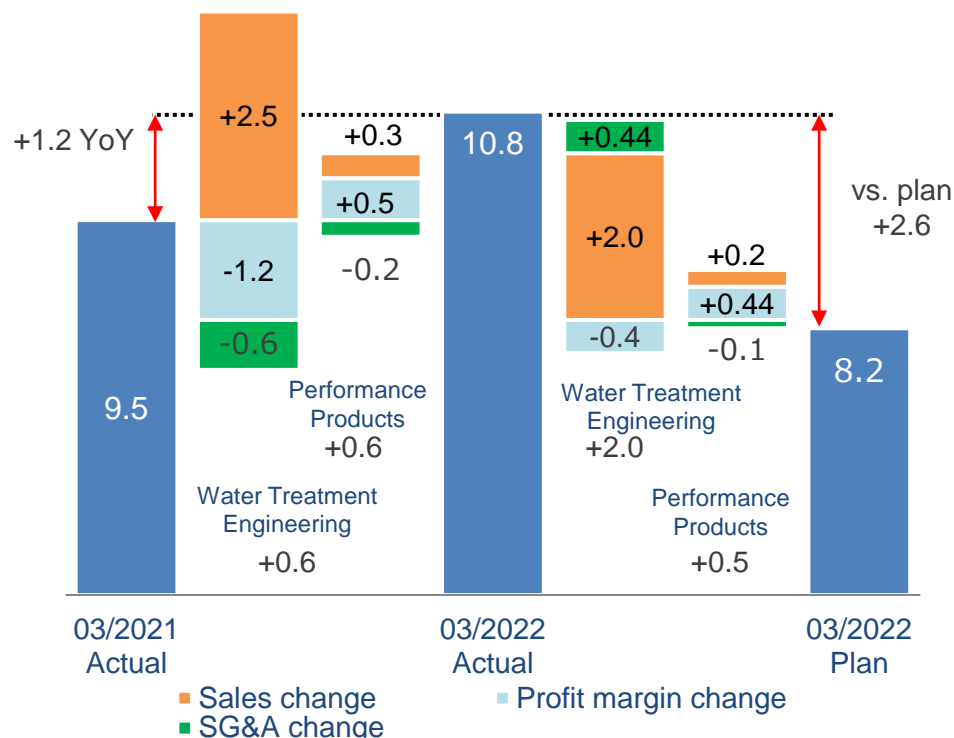
Food Products

- Sales of products for the restaurant market recovered compared to the previous year, but sales of products for the home food market declined, resulting in performance similar to the previous year.

Results for FY ended 03/2022: Analysis of Operating Profit

(Unit: Billion JPY)

Operating income



Up ¥1.2 billion (13.3%) year on year

Water Treatment Engineering: Up ¥0.6 billion (7.3%)

- Although the profit margin declined slightly due to an increase in the plant ratio, gross profit increased due to sales growth, while SG&A expenses increased mainly due to labor costs.

Performance Products: Up ¥0.6 billion (58.4%)

- In addition to sales recovery, sales of relatively profitable products were strong, and profit margins improved due to reductions in manufacturing costs.

Surpassed plan by ¥2.6 billion (31.5%)

Water Treatment Engineering: Up ¥2.0 billion (28.9%)

- Orders exceeded expectations and sales also expanded, resulting in increased revenues compared to the plan.

Performance Products: Up ¥0.5 billion (47.0%)

- Increase compared to plan due to sales increase and profit margin improvement.

Contents

- 1 . FY ended 03/2022 Results
- 2 . FY ending 03/2023 Plan
- 3 . Medium-term Management Plan
- 4 . Company Overview

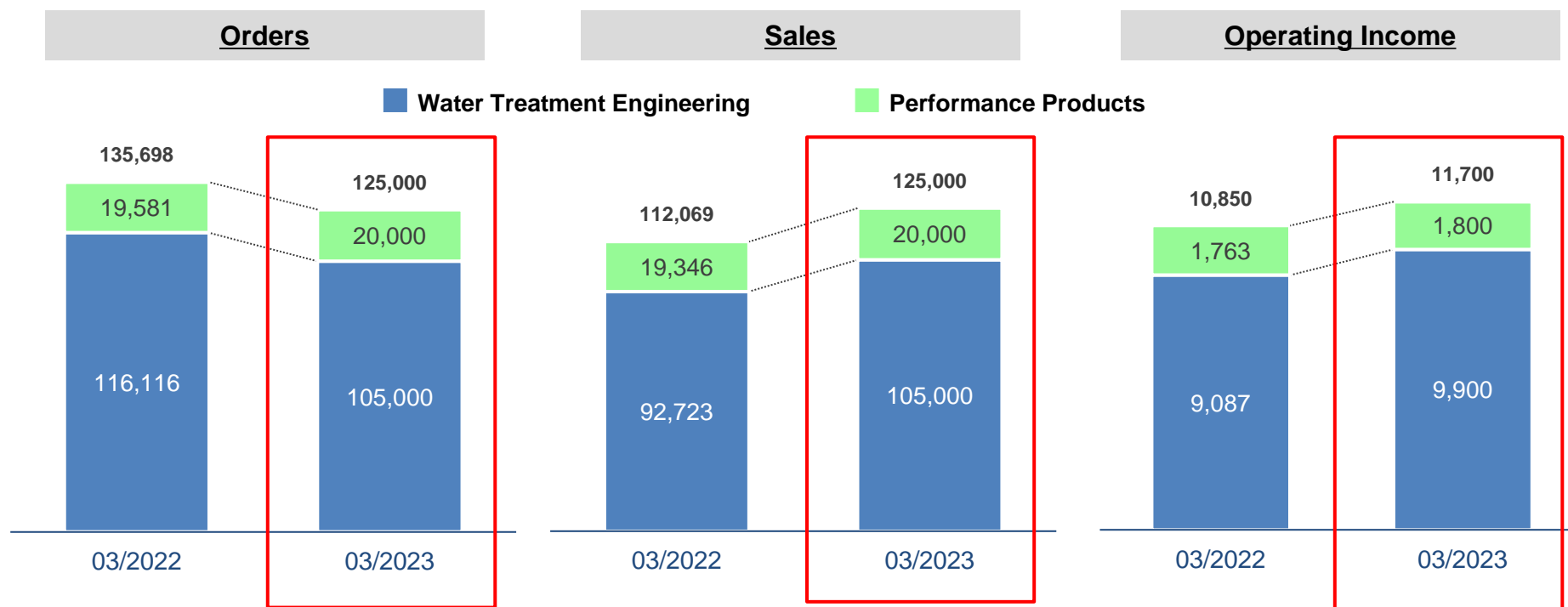
Overview of FY ending 03/2023 Plan

■ Orders to decline slightly, but remain relatively high; sales and profits are expected to increase.

Orders: Expected to decrease compared to the previous fiscal year, when there was a concentration of large-scale projects in Japan and overseas, but investment is expected to continue at a high level.

Sales: Seen increasing along with operating income due to sales of orders received up to the previous fiscal year.

(Unit: Million JPY)



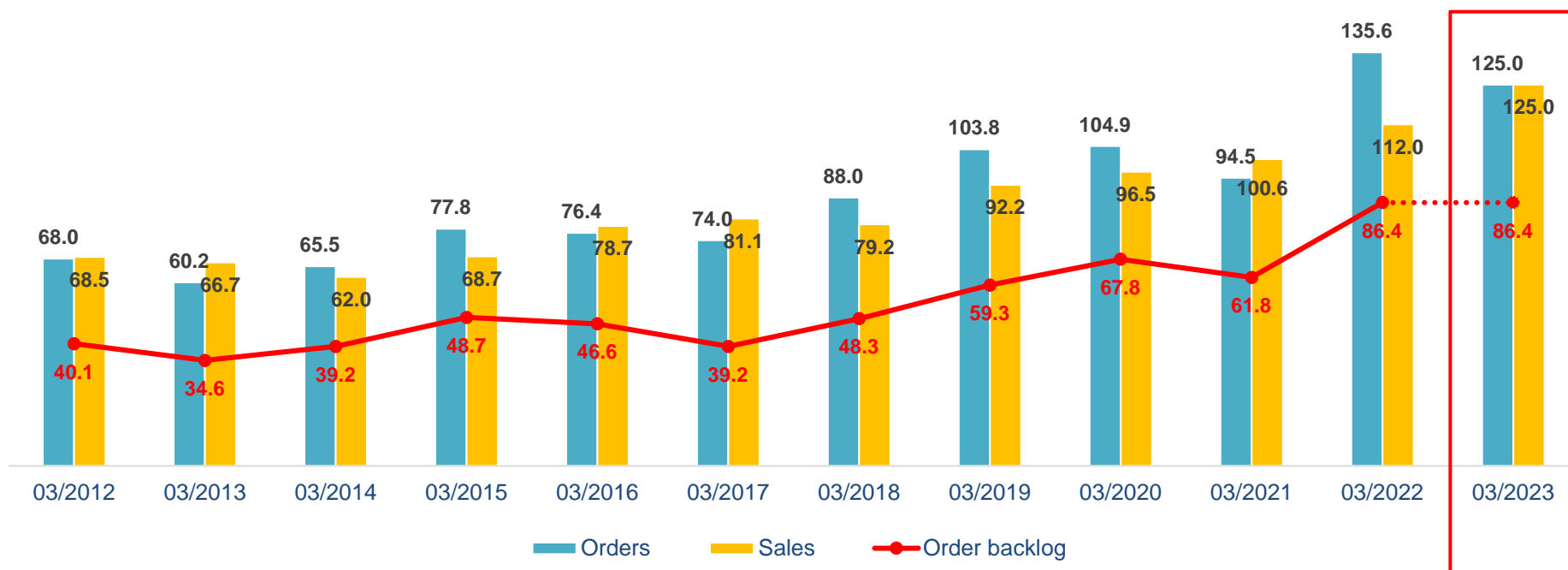
FY ending 03/2023 Plan: Medium- to Long-Term Performance

■ Backlog at a high level due to increased orders, sales growth expected in FY ending 03/2023.

- Orders in the electronics industry, centered on semiconductors, have continued to grow from FY ended 03/2018.
- Large projects have a construction period of 1 to 1.5 years; orders received are a leading indicator of sales.

(Unit: Billion JPY)

Orders received, sales, and order backlog



FY ending 03/2023 Plan

| (Unit: Million JPY) | FY ended 03/2022 | | FY ending 03/2023 | | Year-on-Year | |
|---|-----------------------------|------------------|---------------------------|-----------------|----------------------|-----------|
| | 1 st Half Actual | Full-year Actual | 1 st Half Plan | Full-year Plan | 1 st Half | Full-year |
| Orders | 58,903 | 135,698 | 70,000 | 125,000 | +18.8% | -7.9% |
| Sales | 50,001 | 112,069 | 60,000 | 125,000 | +20.0% | +11.5% |
| Gross profit margin (%) | 12,404 24.8% | 28,512 25.4% | 13,000 21.7% | 30,700 24.6% | +4.8% | +7.7% |
| SG&A | 8,632 | 17,662 | 9,000 | 19,000 | +4.3% | +7.6% |
| Operating income ratio (%) | 3,771 7.5% | 10,850 9.7% | 4,000 6.7% | 11,700 9.4% | +6.1% | +7.8% |
| Ordinary income | 4,193 | 11,545 | 4,000 | 11,700 | -4.6% | +1.3% |
| Profit attributable to owners of the parent Company | 2,696 | 9,210 | 2,800 | 8,200 | +3.8% | -11.0% |
| Return on Equity (ROE) (%) | — | 12.9 | — | 10.6 | — | — |

FY ending 03/2023 Full-year Plan: Earnings Forecast

| | |
|-------------------------|---|
| Orders and sales | The company expects to see continued large investments in Japan and overseas—mainly in semiconductors—in the booming electronics industry sector. The order backlog is also at a high level, and the construction schedule is expected to progress smoothly at this time. |
| Profits | Although the profit margin is expected to decline slightly due to the expansion of plant sales, the effect of sales expansion will more than offset the increase in gross profit, and the impact of current price hikes and yen depreciation has already been factored in. The company anticipates higher SG&A expenses due to personnel costs, overseas system development, R&D investment, digital investment, and other factors. |
| Risk factors | A decline in profit margins due to higher prices for raw materials and construction work caused by soaring energy and resource prices and an excessively weak yen, or disruptions in the supply chain—such as shortages in the supply of raw materials and delays in logistics—could delay the progress of construction work on orders received and affect our sales and profits. |

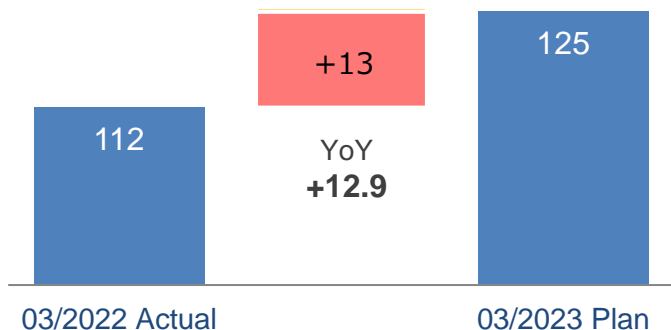
FY ending 03/2023 Plan: Analysis of Orders and Sales

(Unit: Billion JPY)

Order Comparison



Sales Comparison



■ Electronics

Orders

Down ¥10.6 billion (7.9%) year on year

- Although the forecast is for a decrease due in part to a rebound from the previous year's strong performance, investment is expected to continue at a high level. Depending on the scale and number of investments by clients, it may exceed the forecast. On the other hand, there are concerns about the impact of risks such as inflation in energy and resource prices and supply chain disruptions.

Sales

Up ¥12.9 billion (11.5%) year on year

- Plans to expand sales mainly in the electronics industry sector due to the continuation of a high level of semiconductor-related orders and progress in construction of projects with order backlogs carried over.

FY ending 03/2023 Plan: Orders by Region

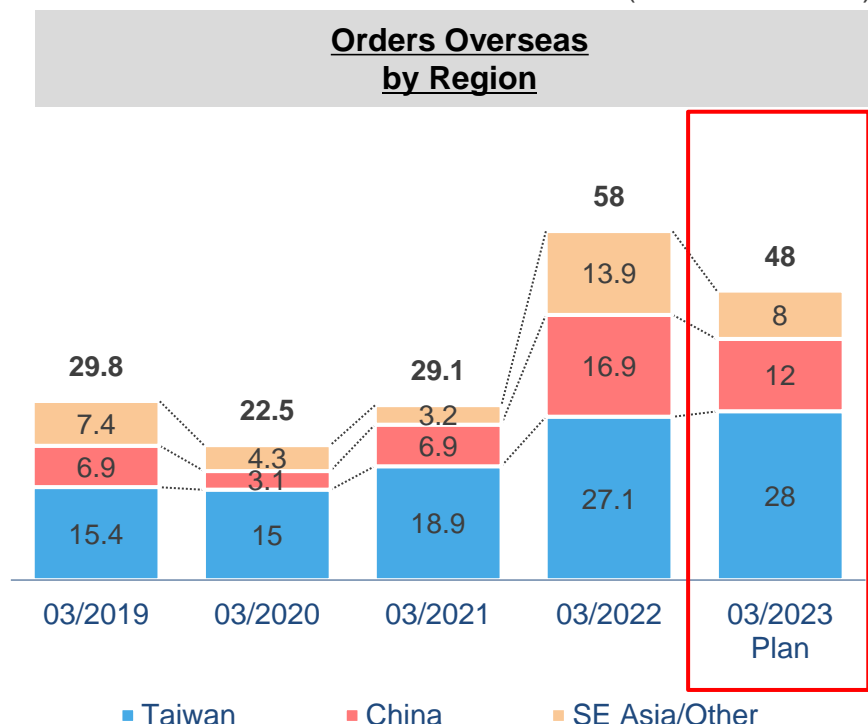
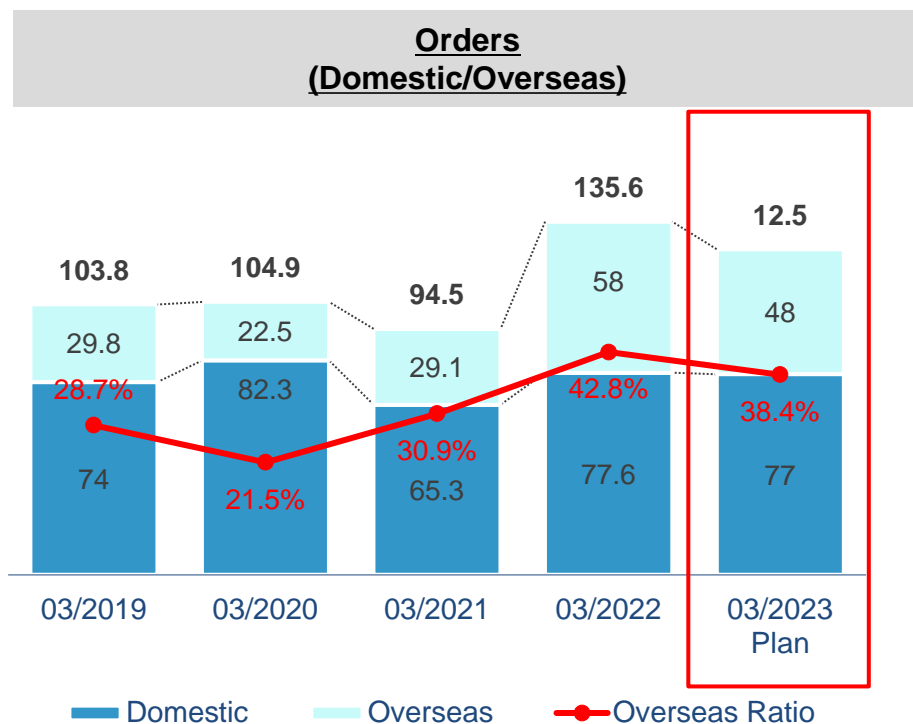
■ Orders received are expected to maintain a high level of investment despite a rebound overseas from a large increase in the previous fiscal year.

Japan: Taiwanese companies plan to receive orders for large investments in Japan.

Overseas: China and the U.S. down from the previous year, but Taiwan maintained a high level of growth, and Malaysia also expanded.

Note: U.S. projects are included in Southeast Asia and others.

(Unit: Billion JPY)



FY ending 03/2023 Plan: Sales by Region

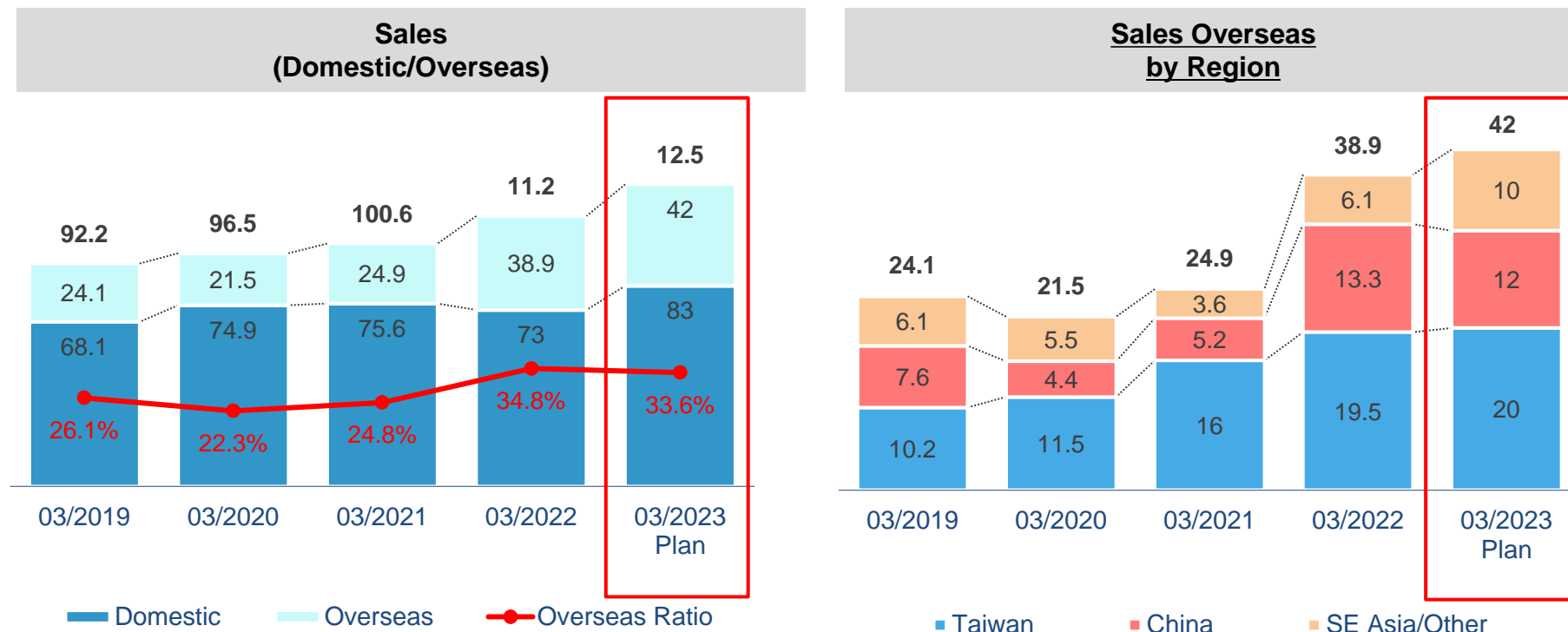
■ Sales are expected to increase both in Japan and overseas due to progress in construction of projects carried over from the previous year.

Japan: The company plans to record sales of orders received mainly from semiconductors and other electronics industries.

Overseas: Following strong sales in Taiwan and China, large projects are being booked in the U.S.

Note: U.S. projects are included in Southeast Asia and others.

(Unit: Billion JPY)



FY ending 03/2023 Plan: Sales by Segment and Customer

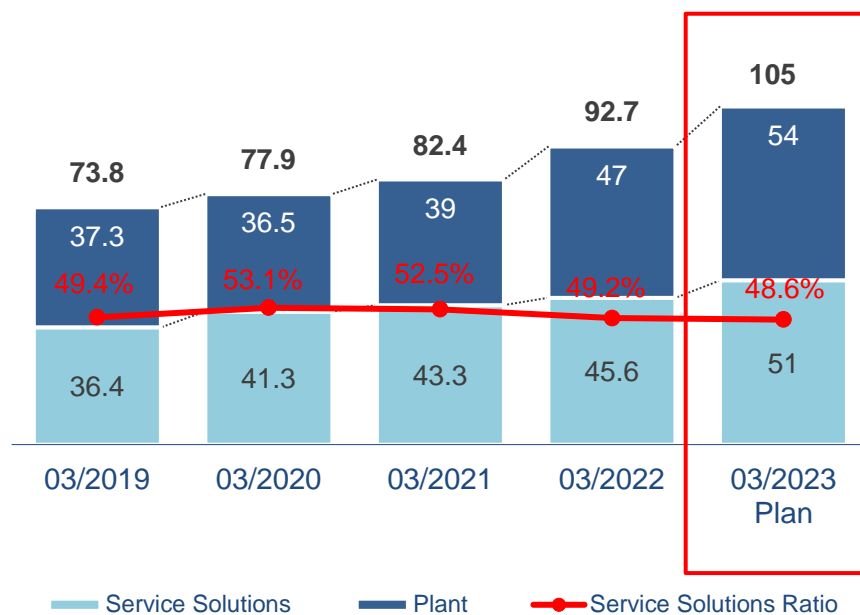
Water Treatment Engineering

■ Plans for significant growth in the electronics industry, where orders are strong, following the previous year's robust growth.

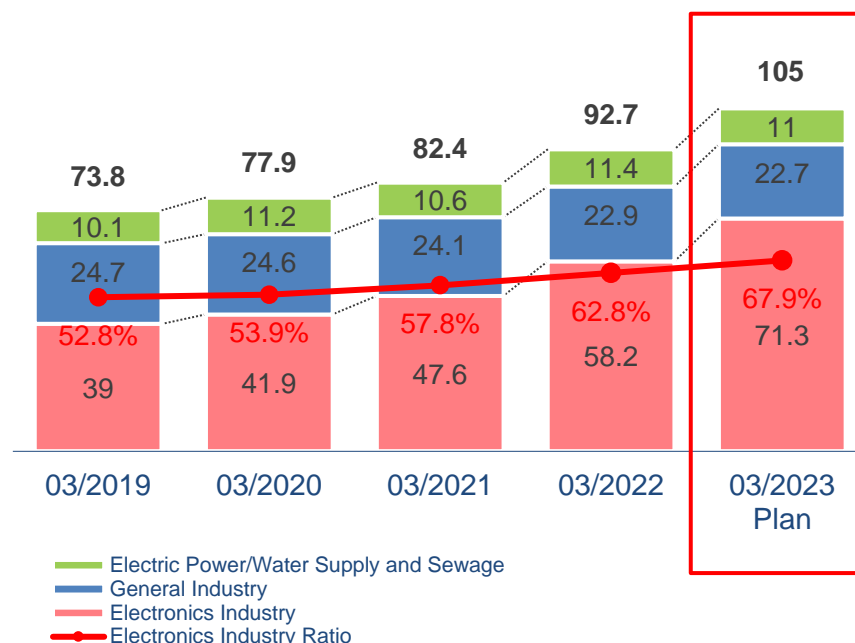
- Sales of large projects for semiconductors expanded as orders continued to grow both in Japan and overseas.
- Service Solutions also benefited from the start of a contract for a large contract processing project.

(Unit: Billion JPY)

Sales by Segment



Sales by Market



FY ending 03/2023 Plan: Orders by Segment and Customer

Electronics Industry

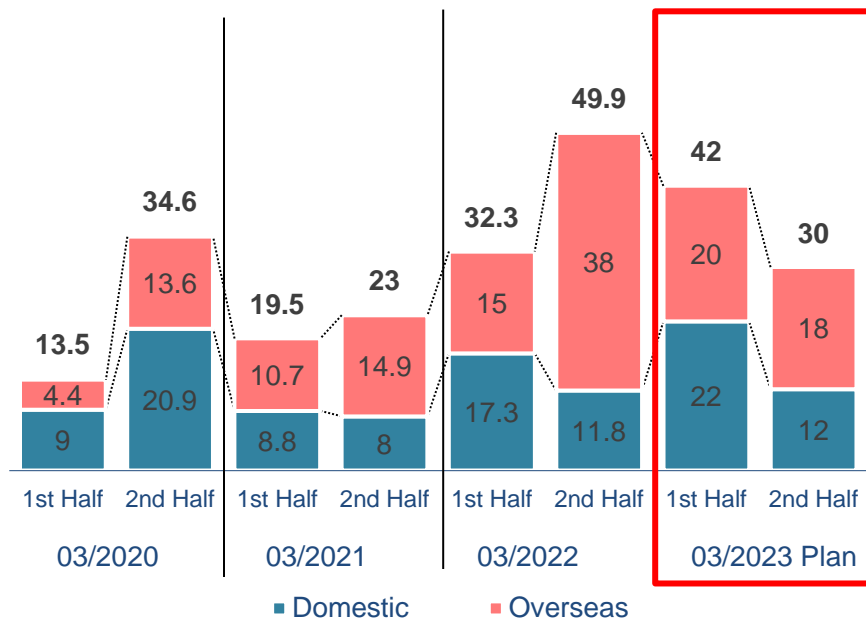
■ Large orders are expected for semiconductor-related projects both in Japan and overseas in the first half of the year.

Japan: The company expects to receive orders from Taiwanese companies for domestic and wafer-related investments.

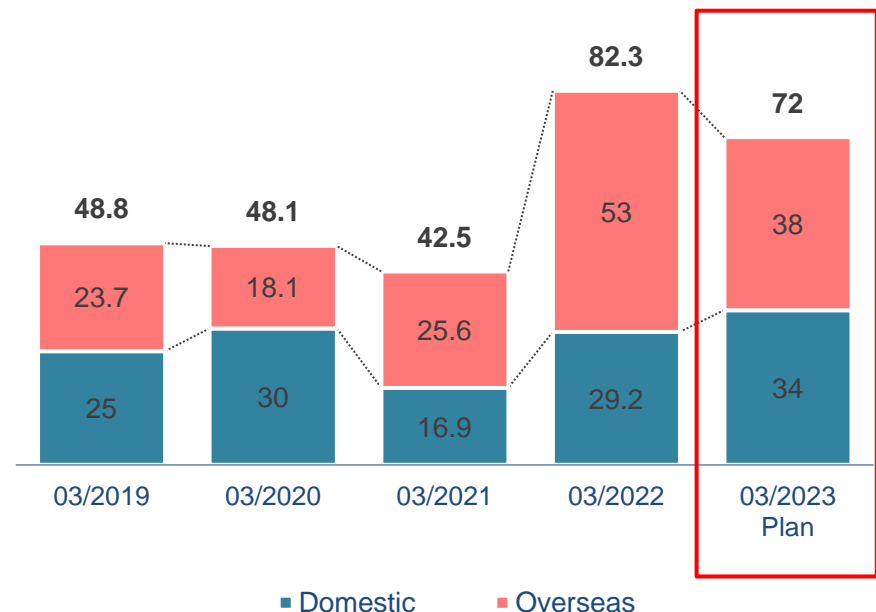
Overseas: In addition to Taiwan, the company expects to receive orders for large-scale projects in China, Malaysia, and other countries.

(Unit: Billion JPY)

Electronics Industry: Orders (1st Half vs 2nd Half)



Electronics Industry: Orders



FY ending 03/2023 Plan: Sales by Segment and Customer

Electronics Industry

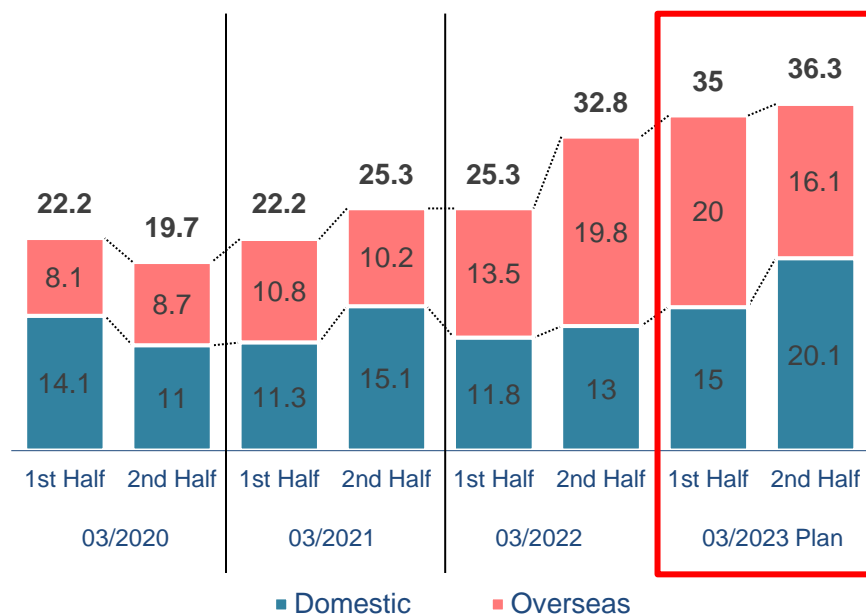
■ The company expects growth in both domestic and overseas sales of projects to be carried over.

Japan: Construction of domestic projects is progressing relatively smoothly, and sales are expected to increase.

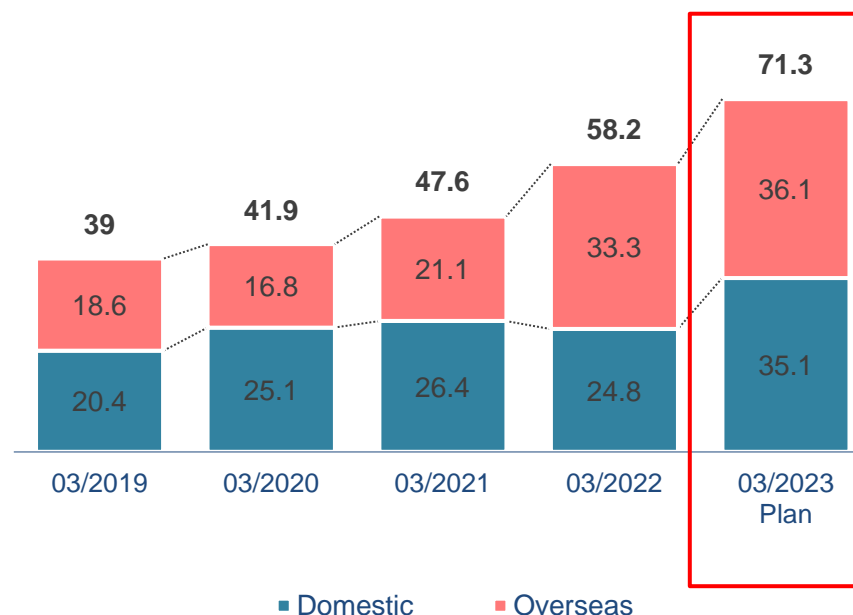
Overseas: Sales seen rising due to an increase in projects despite the impact of process revisions in some projects.

(Unit: Billion JPY)

Electronics Industry: Sales (1st Half vs 2nd Half)



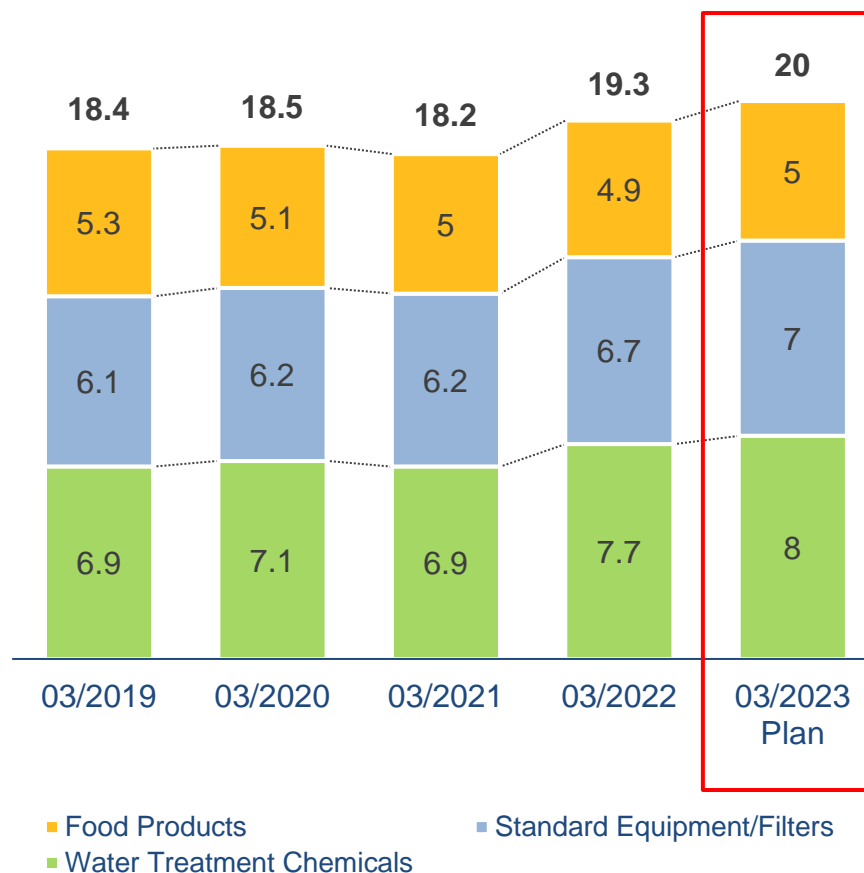
Electronics Industry: Sales



FY ending 03/2022 Plan: Sales by Segment and Customer Performance Products

(Unit: Billion JPY)

Sales by Segment



Water Treatment Chemicals

- In addition to expanding sales to the electronics industry, plans to re-accelerate overseas expansion in Taiwan, China, and elsewhere.

Standard Water Treatment Equipment/ Filters

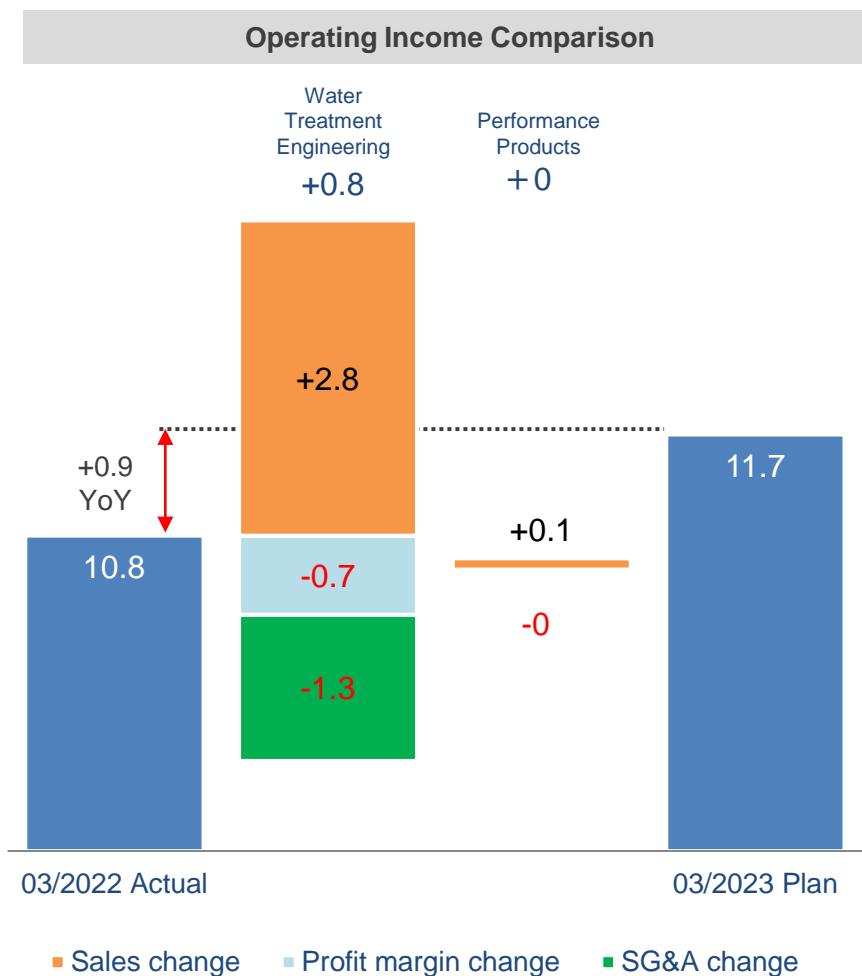
- The company will expand sales of *Puric μ*, launched in the previous fiscal year, to medical and research institutions. It will further strengthen overseas development in China and other countries.

Food Products

- Efforts will be re-accelerated to develop new customers and expand sales of new products that stagnated due to the pandemic with the aim of a recovery in sales.

FY ending 03/2023 Plan: Operating Income

(Unit: Billion JPY)



Up ¥0.9 billion (7.8%) year on year

Water Treatment Engineering: Up 0.8 billion yen (8.9%)

- Although the profit margin is expected to decline slightly due to an increase in the plant sales ratio, the company plans to increase profit through sales expansion, primarily in the electronics industry.

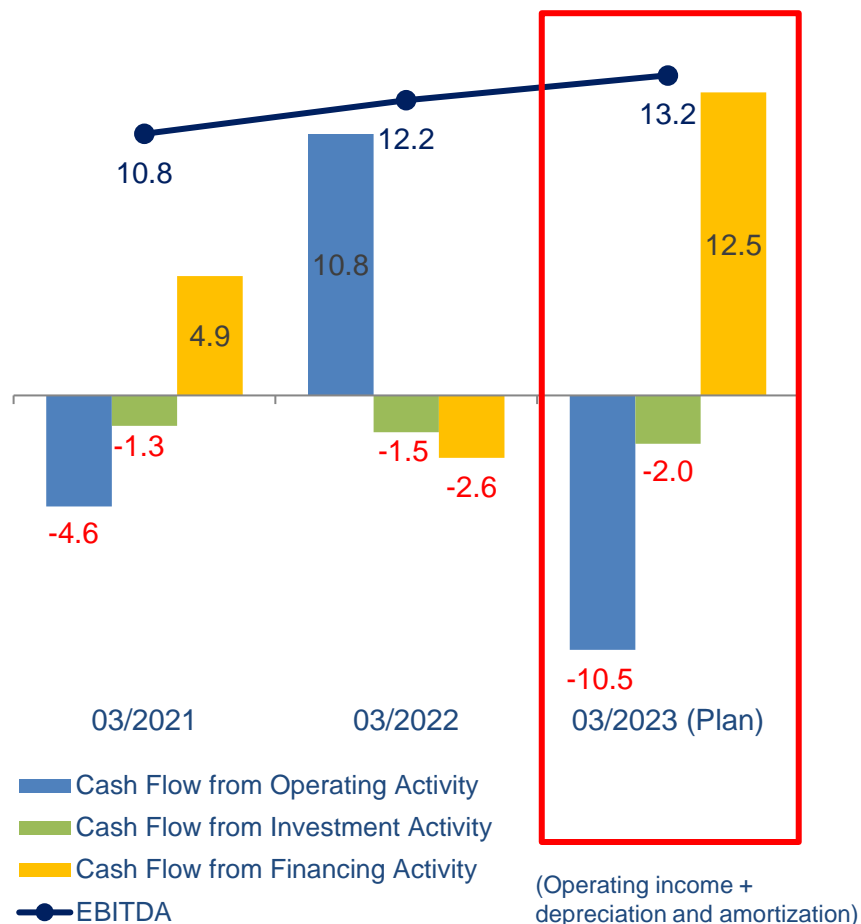
Performance Products: Up 0.0 billion yen (2.1%)

- The company plans to expand sales in each field, especially in Taiwan, China, and other overseas markets.

FY ending 03/2023 Full-year Plan: Cash Flows

(Unit: Billion JPY)

Cash Flow Trends




In addition to business performance, the progress of construction and collection of payments for large projects have a significant impact on the Company's cash flow.

Major developments in FY ending 03/2023

- Operating cash flow is expected to include a total of about ¥25 billion in phased investments by FY ending 03/2025, including the amount invested in facility-owning Service Solutions projects. Expansion of R&D, overseas structure, and digital-related expenses are also expected.
- Plans for investment cash flow include strengthening the Tsukuba plant and expanding digital and R&D investments
- Financial cash flow is expected to improve due to increased borrowings for investment in equipment-owning projects. Dividends are seen rising 25% year-on-year to over ¥1.9 billion in FY ending 03/2023.

Key Indicators

| | FY ended 03/2021 | FY ended 03/2022 Actual | FY ending 03/2023 Plan | New Laboratory Buildings (at the R&D Center) |
|--|---------------------|-------------------------------|------------------------------|--|
| Capital expenditures (million yen) | 1,015 | 3,387 | 2,000 | <p>Organo invested approximately ¥3 billion to construct a new experimental building at the R&D Center. The building will be completed by March 2023.</p> <p>The company will work to strengthen the development of next-generation ultrapure water systems and separation and purification technologies.</p>  <p>Image of new laboratory building</p> |
| R&D expenses (million yen) | 2,300 | 2,146 | 2,700 | |
| Depreciation (million yen) | 1,212 | 1,332 | 1,500 | |
| Interest-bearing debt (million yen) | 16,005 | 15,628 | 30,000 | |
| No. of employees | 2,319 | 2,476 | 2,500 | |
| Annual dividends (yen) | 114 | 160 | 160 | |
| ROE (%) | 11.1 | 12.9 | 10.6 | |

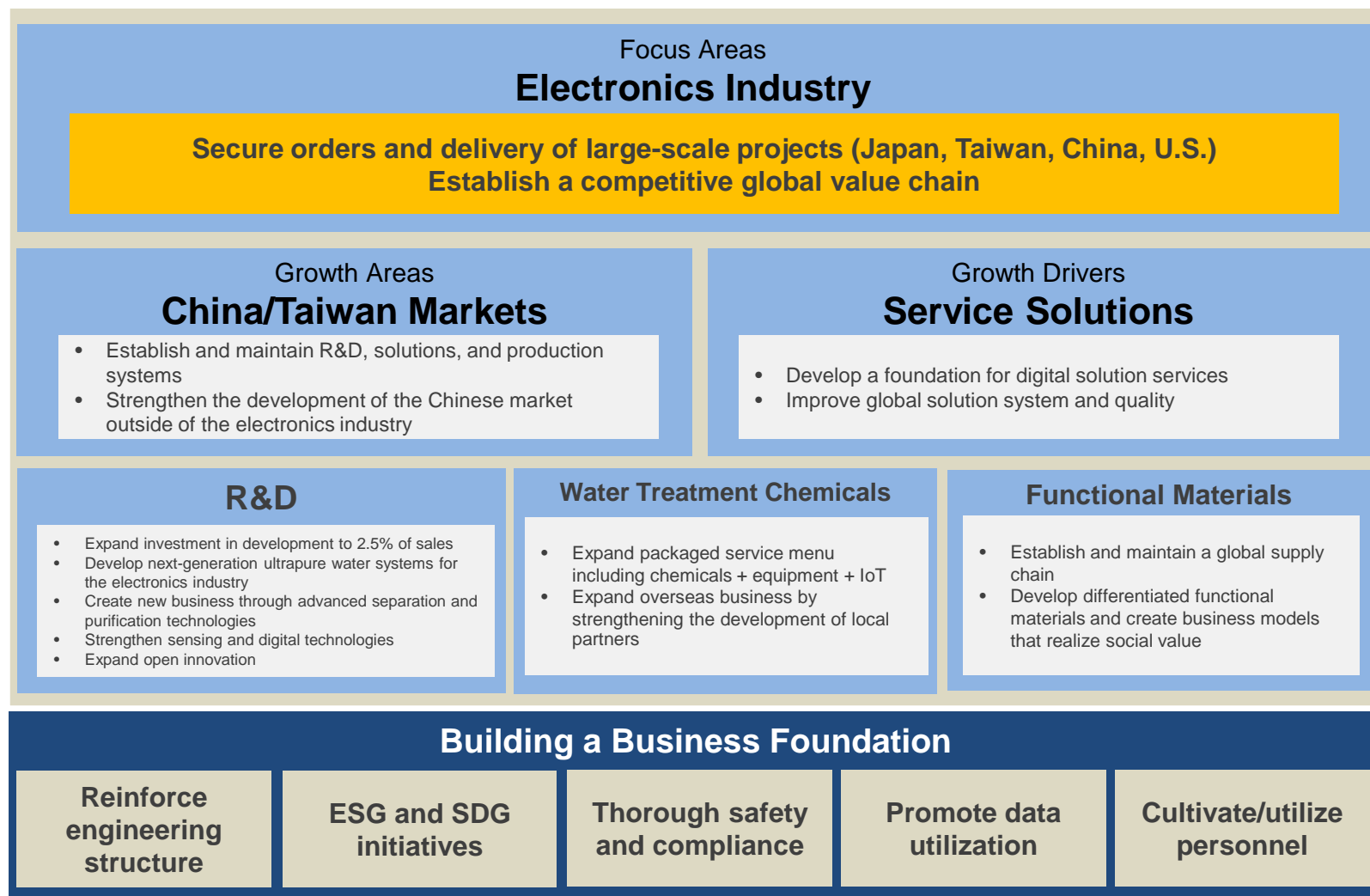
*Capital expenditures include investments in intangible assets.

The annual dividend of ¥160 for FY ending 03/2023 does not take into account the stock split scheduled for October 1, 2022 (from 1 share to 4 shares).

Contents

- 1 . FY ended 03/2022 Results
- 2 . FY ending 03/2023 Plan
- 3 . **Medium-term Management Plan**
- 4 . Company Overview

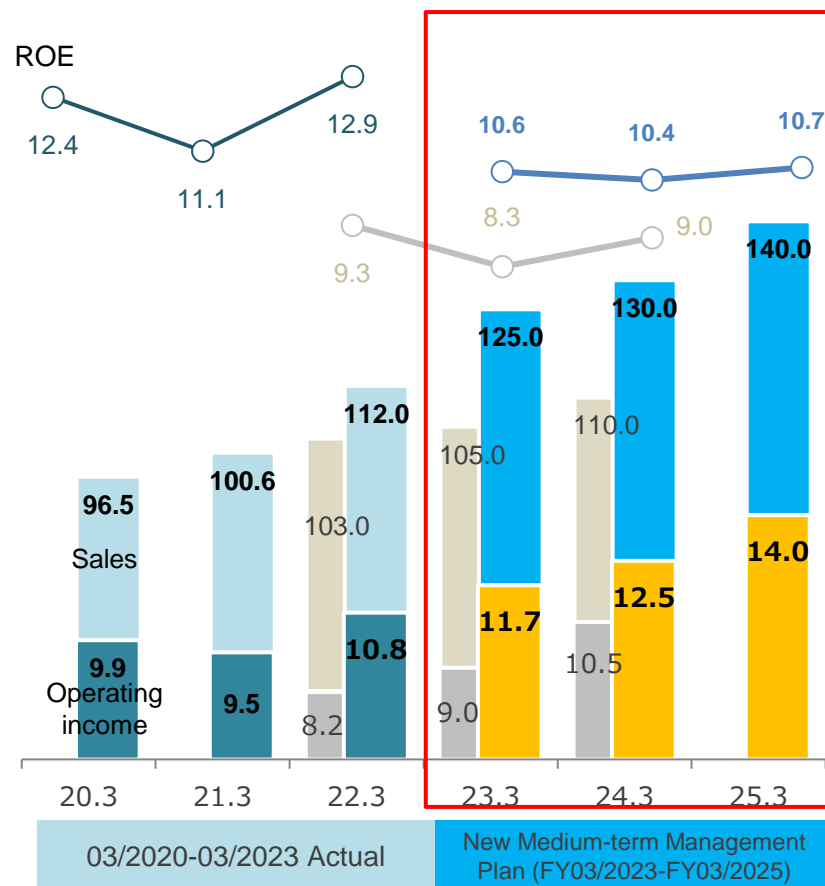
Medium-term Management Plan: 03/2022-03/2024



Medium-Term Management Plan: FY03/2023-FY03/2025

(Unit: Billion JPY/%)

Sales, Operating Income, and ROE Trends



Expand sales

- Expand sales to ¥140 billion, mainly in the active electronics industry.
- In addition to orders for and delivery of large-scale projects, strengthen the Service Solutions business.

Secure stable profits

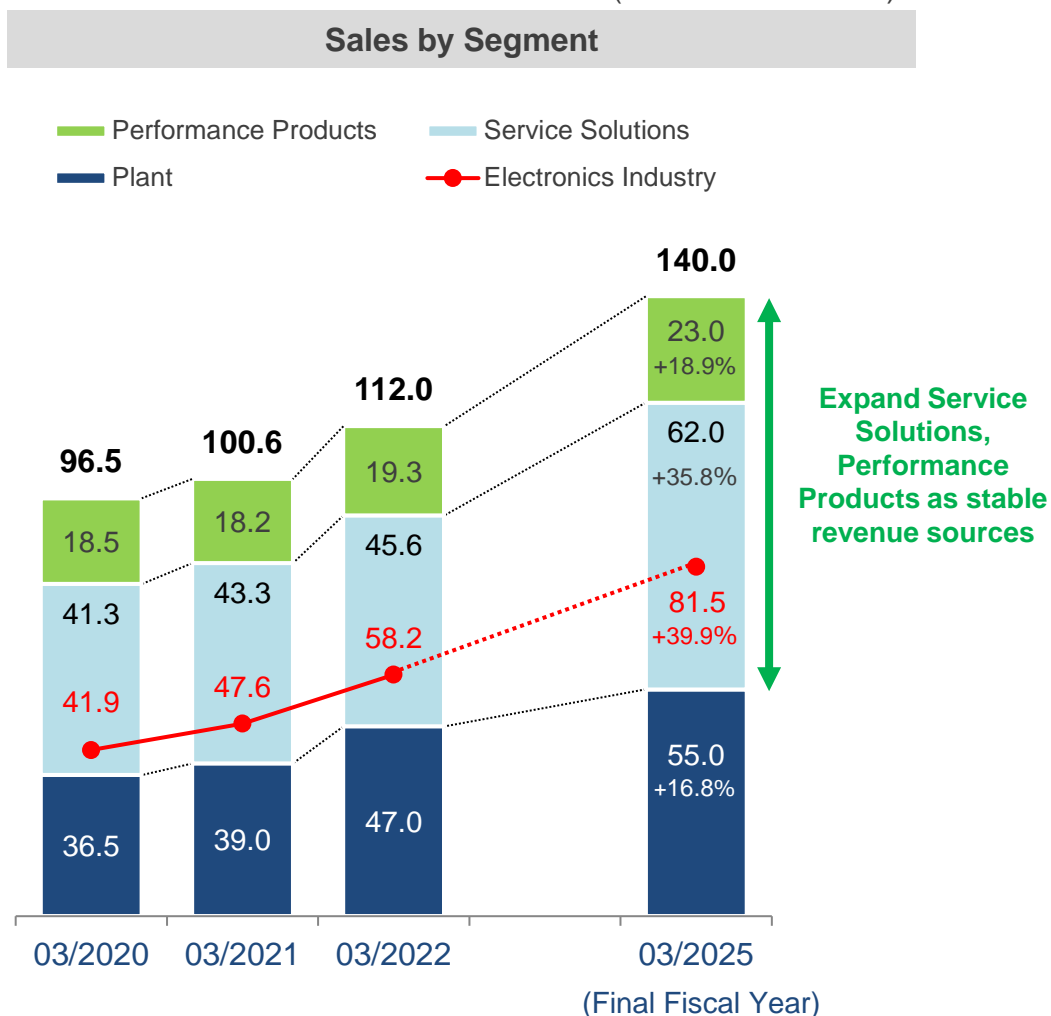
- Establish a profit structure capable of consistently achieving an operating income margin and ROE of 10% or more.

Strengthen business foundation

- Pursue the realization of social and customer value while developing human resources and strengthening the engineering structure that will serve as the foundation of the business.

Medium-term Management Plan: Sales by Segment

(Unit: Billion JPY/%)



Electronics Industry

- Expand both Plant and Service Solutions, mainly in the electronics industry.

Plant

- Expand large-scale semiconductor projects in Japan, Taiwan, China and the U.S.

Service Solutions

- Launch large contract processing projects in Japan and strengthen the digitalization of Service Solutions.

Performance Products

- Strengthen overseas sales expansion centered on water treatment chemicals and small equipment.

Medium-Term Management Plan: Initiatives in Priority Areas

| | |
|--------------------------------------|--|
| Electronics | <ul style="list-style-type: none">• In addition to receiving orders for and delivering large-scale projects in Japan and overseas, the company will invest in large-scale equipment-owning contracts (approximately ¥25 billion by FY03/2025), develop its business structure in the U.S., strengthen its R&D structure in Taiwan, and enhance its Service Solutions structure in China. |
| Strengthen overseas structure | <ul style="list-style-type: none">• In addition to reinforcing its structure in the U.S., Taiwan, and China targeting the electronics industry, the company will fortify its global supply chain for functional materials such as ion exchange resins and water treatment membranes, and its overseas sales network for Performance Products such as water treatment chemicals, by strengthening overseas partnerships, M&A, and more. |
| Promote digitalization | <ul style="list-style-type: none">• Accelerate the creation of digital Service Solutions, including proposals for improving facility efficiency and energy conservation using sensing technology, in addition to automated operation and remote monitoring services, by consolidating group resources in Japan and overseas. |
| Sustainability services | <ul style="list-style-type: none">• Push forward the development and provision of technologies, products, and services that combine economic value for customers and social value such as energy conservation and decarbonization, including water recycling technologies such as closed systems and recovery systems that capture valuable resources from wastewater and effluents. |

Organo Sustainability Services

Technology for recovering hydrofluoric acid from wastewater **ECOCRYSTA**

Recovers hydrofluoric acid used in semiconductor manufacturing from factory wastewater. It is then refined as high-purity pellets and recycled as raw material for hydrofluoric acid.



Japan Environmental Management Association for Industry (JEMAI)
Minister of Economy, Trade and Industry Award, Award for Resource Recirculation Technologies and Systems

Circulating water resource recycling system **Closed System**

Separate collection and recycling of wastewater from factories, reducing wastewater other than rainwater to zero. Impurities are dehydrated and dried, and then reused as raw materials for cement.



Organo supplied wastewater recovery and treatment equipment to Oita Canon Materials, winner of the Minister of Economy, Trade and Industry's Prize at the 24th Japan Water Grand Prize (citation: Oita Canon Inc. water resource reuse activities <https://www.oita-canon.co.jp/env/water.html>)

Energy saving and decarbonization using water heat **Water Heat Utilization System**



Utilizes heat pump technology to harness the heat of water used in factories and other facilities as energy, reducing power consumption and CO₂ emissions by more than 50%.

Energy Conservation Grand Prize 2016
Energy Conservation Center, Japan
Chairman's Award

Cooling water treatment agent **ORBRAID**



A cooling water complex treatment agent containing a new sterilizing ingredient developed by Organo. Optimized treatment of cooling water for air-conditioning chillers in factories, etc., contributes to reduction of power consumption.

Energy Conservation Grand Prize 2020
Energy Conservation Center, Japan Chairman's Award

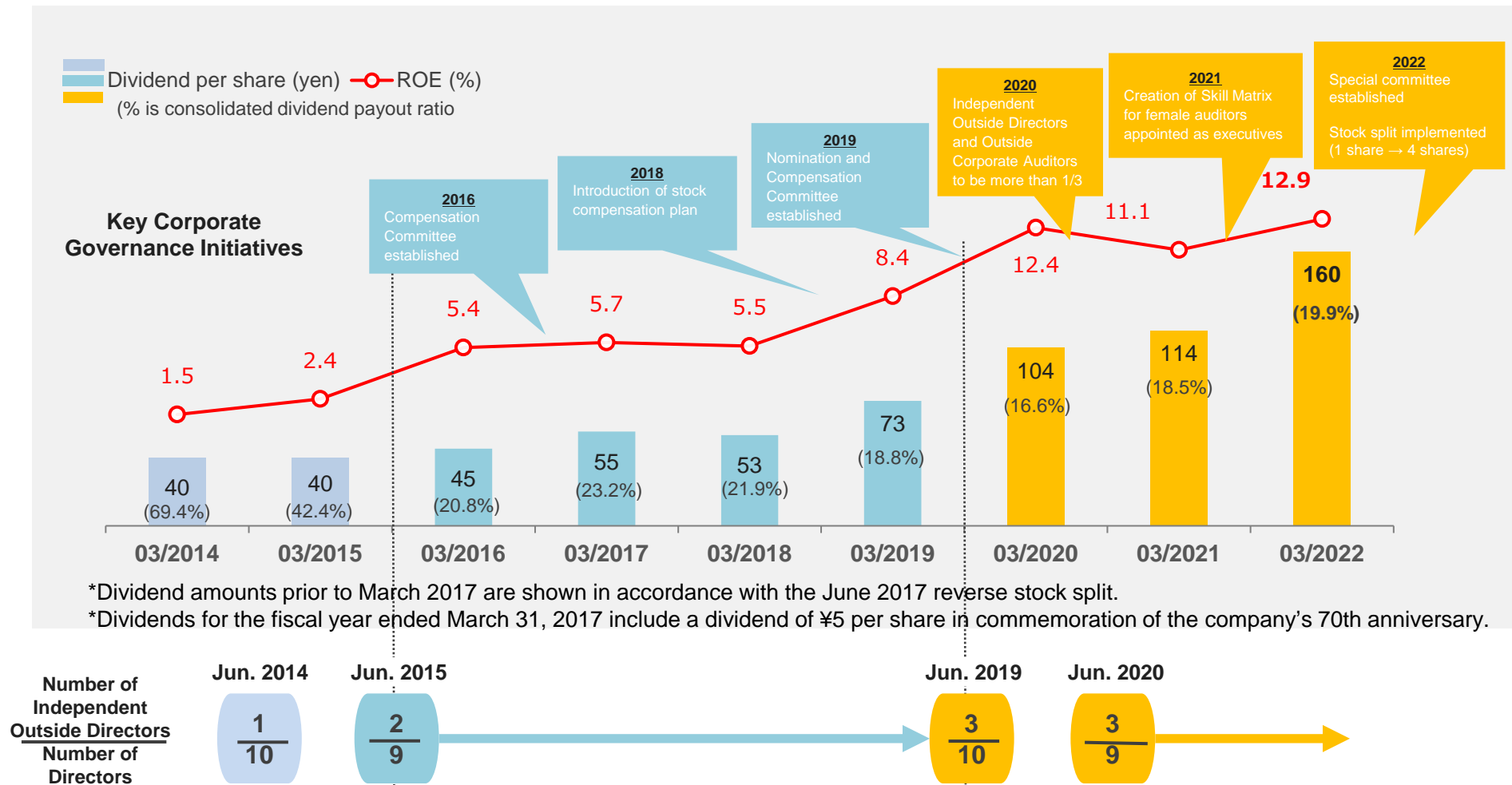
Energy-saving solutions for RO membrane treatment facilities **ORSMART RO**



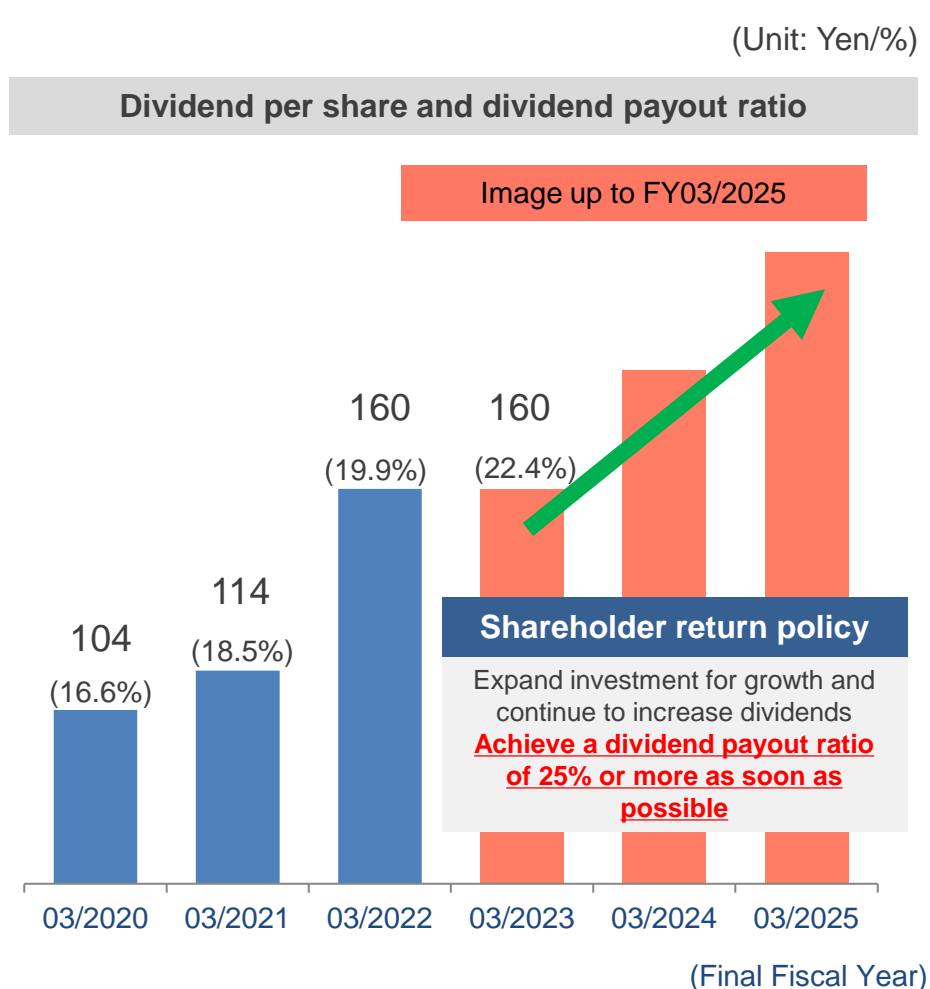
Reduces power consumption and CO₂ emissions of RO membrane water treatment facilities through a unique service solution that combines operation management, remote monitoring, and chemicals.

Energy Conservation Grand Prize 2021
Judging Committee Special Excellence Award

Corporate Governance: Efforts to Ensure the Effectiveness of the Board of Directors



Corporate Governance: Shareholder Returns and IR Policy



Shareholder return policy

- Shareholder returns are considered to be centered on dividends. The company hopes to achieve a dividend payout ratio of 25% or more as soon as possible, while expanding investment for growth and continuing to raise dividends.

Implement stock split

- A four-for-one stock split is scheduled to take effect on October 1, 2022. The investment unit will be lowered to create an environment that makes it easier to invest and to expand the investor base.

Strengthen IR support

- Hold briefings for institutional and individual investors to expand opportunities for dialogue. Increase the number of people in charge and enhance disclosure materials such as English-language information.

*Dividends for FY03/2023 and thereafter in the graphs are based on the assumption that the stock split scheduled to be implemented in October 2022 will not be taken into account.

Corporate Governance: Other Initiatives

| | |
|---|--|
| Sustainability | <p>Response to sustainability issues</p> <p>The company established the Sustainability Committee in December 2020 to promote discussions on Scope 1, 2 and Scope 3 emissions calculation and target setting for climate change-related information disclosure in line with recommendations from the Task Force on Climate-Related Financial Disclosures (TCFD).</p> |
| Risk management | <p>Improvement and strengthening of risk management system</p> <p>Organo improved the group-wide risk management system by establishing a new risk management department and strengthening the internal audit department. The company will promote effective measures such as risk scenario assumptions, and the identification and monitoring of major risks, while taking into account the market environment and geopolitical climate.</p> |
| Personnel cultivation/ utilization | <p>Promotion of diversity</p> <p>The company launched a reform of the personnel system to become a company where women and foreign personnel can play an active role. Going forward, it will accelerate the utilization and development of human resources across the Group by developing skill requirements for management executives.</p> |

Contents

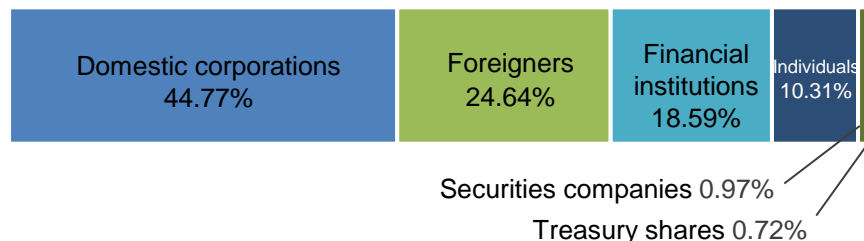
- 1 . FY ended 03/2022 Results
- 2 . FY ending 03/2023 Plan
- 3 . Medium-term Management Plan
- 4 . Company Overview

Company Overview and Shareholder Composition

■ Company profile

| | |
|---|---|
| Company name | ORGANO CORPORATION |
| Head office | 1-2-8, Shinsuna, Koto-ku, Tokyo |
| Foundation | May 1, 1946 |
| Representative | Masaki Uchikura, Representative Director and President |
| Capital | 8,225,499,312 yen |
| Stock exchange listing | Tokyo Stock Exchange Prime Market |
| Total number of shares issued and outstanding | 11,589,925 shares (a four-for-one stock split is scheduled to take effect on October 1, 2022) |
| Number of shareholders | 4,103 (as of March 31, 2022) |

■ Shareholder composition

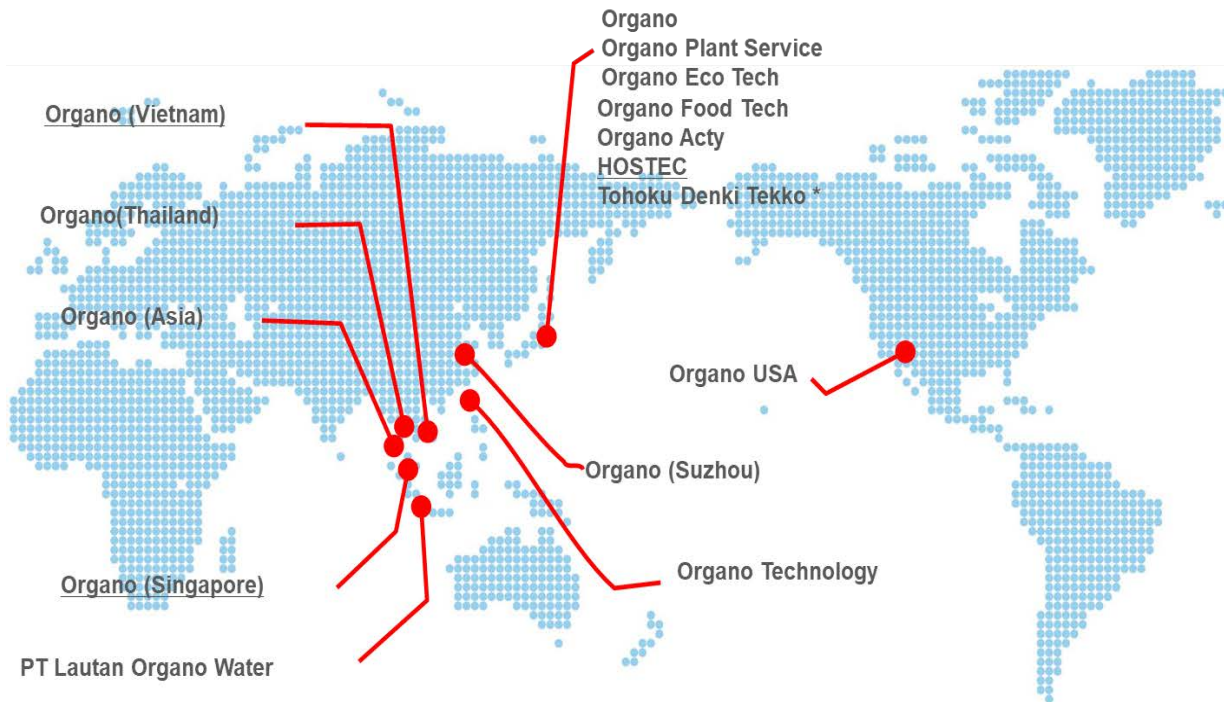


■ Major shareholders (top ten) (as of March 31, 2022)

| Name of shareholder | Number of shares held (Thousands of shares) | Holding ratio (%) |
|---|---|-------------------|
| Tosoh Corporation | 4,925 | 42.81 |
| The Master Trust Bank of Japan, Ltd. (Trust account) | 966 | 8.40 |
| Custody Bank of Japan, Ltd. (Trust account) | 632 | 5.50 |
| SSBTC CLIENT OMNIBUS ACCOUNT | 279 | 2.43 |
| Mizuho Bank, Ltd. | 200 | 1.74 |
| KBC BANK NV – UCITS CLIENTS NON TREATY | 153 | 1.33 |
| BBH The Advisors' Inner Circle Fund II Kopernik Global All-Cap Fund | 127 | 1.11 |
| DZ PRIVATBANK S.A. RE INVESTMENTFONDS | 110 | 0.96 |
| MLI FOR CLIENT GENERAL OMNI NON COLLATERAL NON TREATY-PB | 102 | 0.89 |
| BNYM as AGT/Clients 10 percent | 91 | 0.79 |

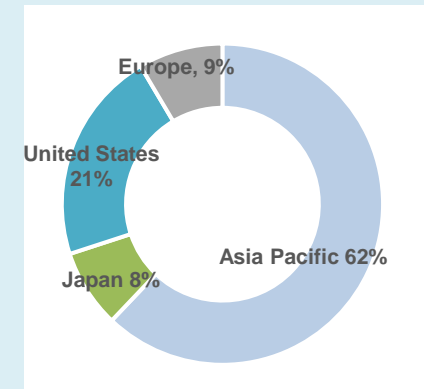
*The shareholding ratio calculation excludes treasury stock (84,905 shares).

Organo Subsidiaries and Affiliates



* Indicates subsidiaries accounted for using the equity method;
underline indicates non-consolidated subsidiaries or affiliated companies

Semiconductor production share by region (2021; according to WSTS)



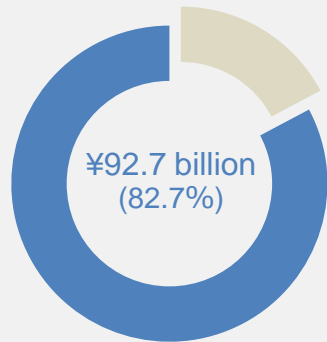
Established representative office in U.S.

To this point, the company has expanded its business mainly in East Asia, including Japan, China, and Taiwan, as well as in Malaysia and other countries where the electronics industry is prominent.

In September 2021, Organo established a U.S. subsidiary, based in Arizona, to coincide with its customers' factory expansions. In addition to improving the delivery system, it plans to expand sales to new customers.

Organo Group Businesses

Water Treatment Engineering



Plant



- Pure and ultrapure water facilities
- Wastewater treatment and recovery facilities
- Valuable material recovery facilities
- Production processing-related facilities

Service Solutions

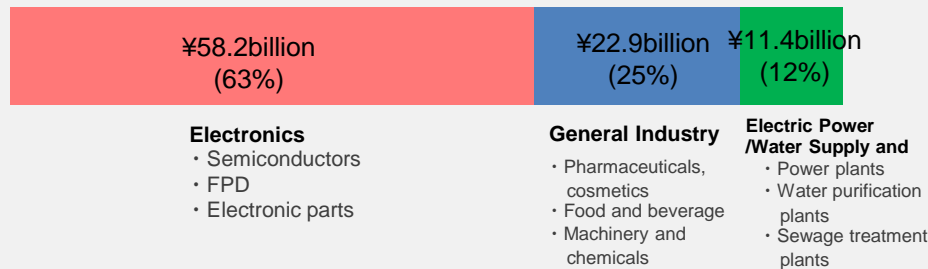


- Replacement of expendable items and maintenance
- Operational support services and comprehensive maintenance
- Renovation and reconditioning
- Contract water treatment

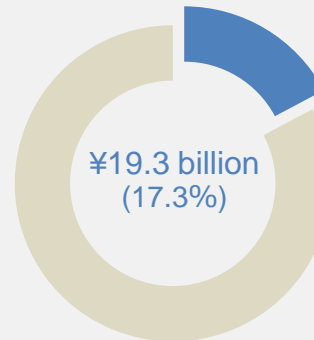
Sales by Segment



Sales by Market



Performance Products



Water Treatment Chemicals



Treatment chemicals for wastewater, cooling water, cleaning and RO membranes, boilers

Standard Equipment/Filters



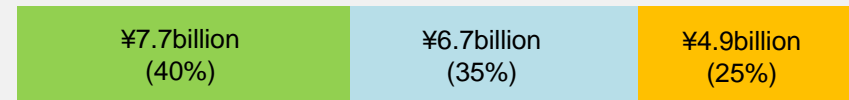
- Pure and ultrapure water equipment
- Water purification filters

Food Processing Agents



- Food processing agents
- Food ingredients

Performance Products: Sales



Water Treatment Chemicals

- Various manufacturing industries
- Buildings and commercial facilities

Standard Equipment/Filters

- Pharmaceuticals, research
- Various manufacturing industries
- Food and beverage, convenience stores

Food Processing Agents

- Food processing
- Beverage manufacturing
- Nursing care and health food

Amounts represent sales for FY03/2022, and % represents sales composition.

Organo Group History

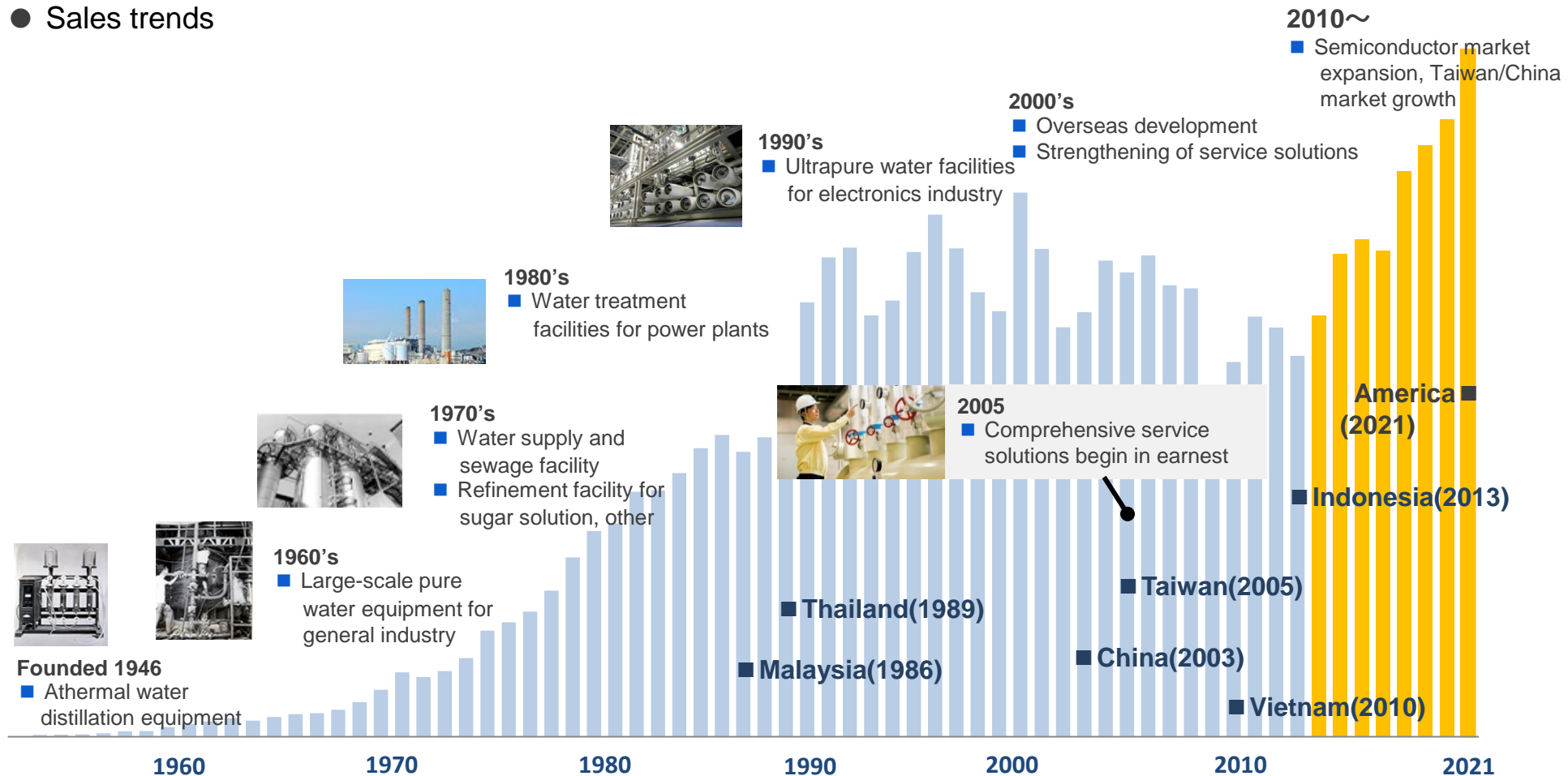
Development

Growth

Evolution

Expansion

● Sales trends



SUSTAINABLE DEVELOPMENT GOALS

17 GOALS TO TRANSFORM OUR WORLD



ORGANO CORPORATION

Contact

Organo Corporation Corporate Planning Dept.

TEL: 03-5635-5111

FAX: 03-3699-7240

<https://www.organo.co.jp/english>

<https://www.organo.co.jp/english/contact/input/>

DISCLAIMER

This document includes forecasts of future developments made by management based on their assumptions, forecasts and plans at the time of writing. Actual performance may differ materially from the above projections due to a variety of factors.