

ORGANO CORPORATION

Financial Results for Fiscal Year Ended March 31, 2026

Securities Code: 6368

May 14, 2026

Contents

1. FY Ended 03/2026 Results and Overview of FY Ending 03/2027 Plan
2. Analysis of Results and Plans for Each Division
3. Medium- to Long-term Management Plan
4. Reference Materials(1) Financial Data Compilation
5. Reference Materials(2) Company Overview and Business Profile

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FY Ended 03/2026 Results and Overview of FY Ending 03/2027 Plan

Results for Year Ended 03/2026

Orders Received In addition to orders for large-scale projects being delayed beyond expectations, several large-scale orders in the Electronics Industry in Taiwan and the United States were received.

Net Sales Net sales grew mainly in the Electronics Industry, driven by progress in construction for large-scale projects.

Operating Profit Operating profit received a contribution from growing sales in the Electronics Industry and improved profit margins of large-scale overseas projects.

Plan for Year Ending 03/2027

Orders Received Investment in cutting-edge semiconductors will remain highly active in Taiwan and the United States. Expect an increase to receive in orders.

Net Sales Sales on Plant projects in the Electronics Industry, where orders have performed strongly, will expand, and plans are in place to expand Service Solutions.

Operating Profit Although we plan to increase personnel expenses and research and development expenses, we expect the operating profit ratio to remain at the same level as the previous fiscal year due to growing sales.

(Millions of yen)	03/2026 Actual	Year-on-Year	vs. Previous Forecast (Oct 31, 2025)	03/2027 Plan	Year-on-Year
Orders Received	167,956	+16,684 +11.0%	-17,044 -9.2%	230,000	+62,044 +36.9%
Net Sales	177,654	+14,385 +8.8%	+2,654 +1.5%	200,000	+22,346 +12.6%
Operating Profit	37,648	+6,528 +21.0%	+1,648 +4.6%	40,000	+2,352 +6.2%
%	21.2%	+2.1pt	+0.6pt	20.0%	-1.2pt
ROE	21.5%	-0.2pt	—	20.0%	-1.5pt

Assumptions for FY Ending 03/2027 Plan

Orders received:
¥230.0 billion
(+36.9% YoY)

Net sales:
¥200.0 billion
(+12.6% YoY)

Operating profit:
¥40.0 billion
(+6.2% YoY)

Against the backdrop of geopolitical risks such as the situation in the Middle East, there are concerns about shortages and price increases of petrochemical products. If the impact is prolonged, it is expected to affect procurement of various raw materials and transportation costs. However, at present, there are no circumstances that would significantly affect business performance. In the Electronics Industry, which is our main market, while there are concerns that investment plans may be affected by the procurement of energy and various materials, as well as market conditions, at present, we anticipate high levels of capital investment domestically and overseas, mainly for cutting-edge semiconductors.

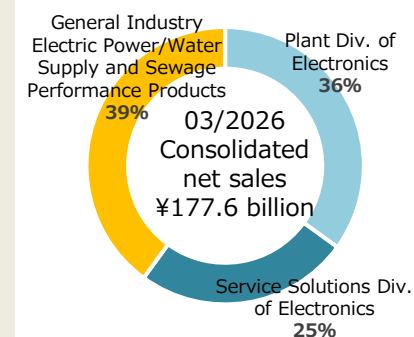
Impact of the Middle East situation

- The impact on crude oil price trends, material procurement, and transportation costs will have a ripple effect on the procurement of many materials, such as ion exchange resins, membranes, water treatment chemicals, and other functional materials, various piping, pumps, and valves. There are concerns of an increase in cost of sales and delays in delivery in the event the impact is prolonged.
- As contract amounts are determined based on cost estimates made at the time orders for projects are placed, issues such as a significant increase in material prices and transportation expenses or delivery delays beyond expectations would put pressure on profits. However, in the event of changes in pricing and delivery caused by reasons beyond our control, we will conduct additional negotiations for contract amounts.

Impact of semiconductor market conditions

- The ratio of the Plant Div. of Electronics is on an upward trend due to large-scale investment plans. Since the timing and scale of capital expenditures can fluctuate, we are closely monitor trends in projects.
- On the other hand, the Service Solutions Div. of Electronics, General Industry, Electric Power/Water Supply and Sewage, and Performance Products are less susceptible to the impact of market conditions. The Company has maintained relatively high profit levels and is expected to provide a stable revenue base.

Sales portfolio



Results for FY Ended 03/2026

Orders Received

Year-on-year, large-scale orders for projects overseas in the Electronics Industry expanded. Compared to the plan, while trends in large-scale projects had an impact, semiconductor investment remained active.

Net Sales

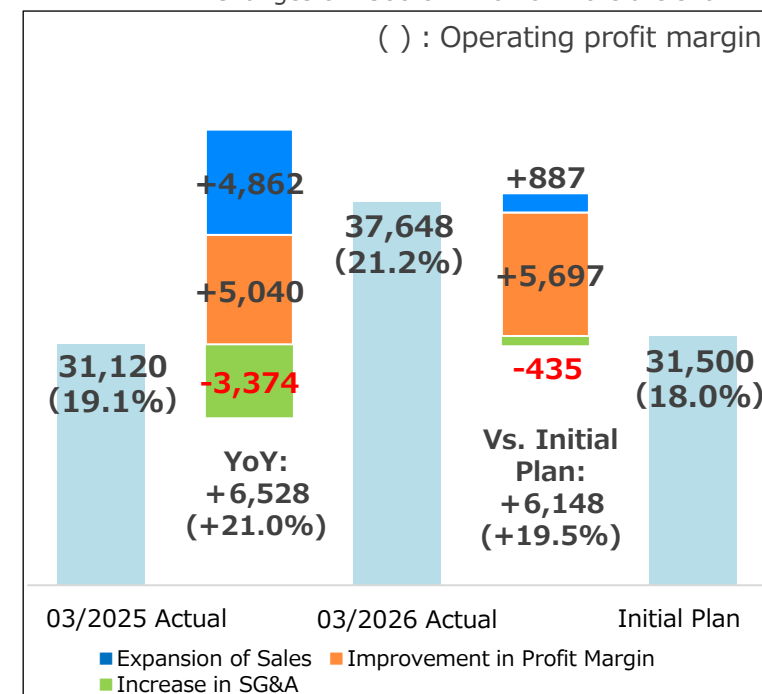
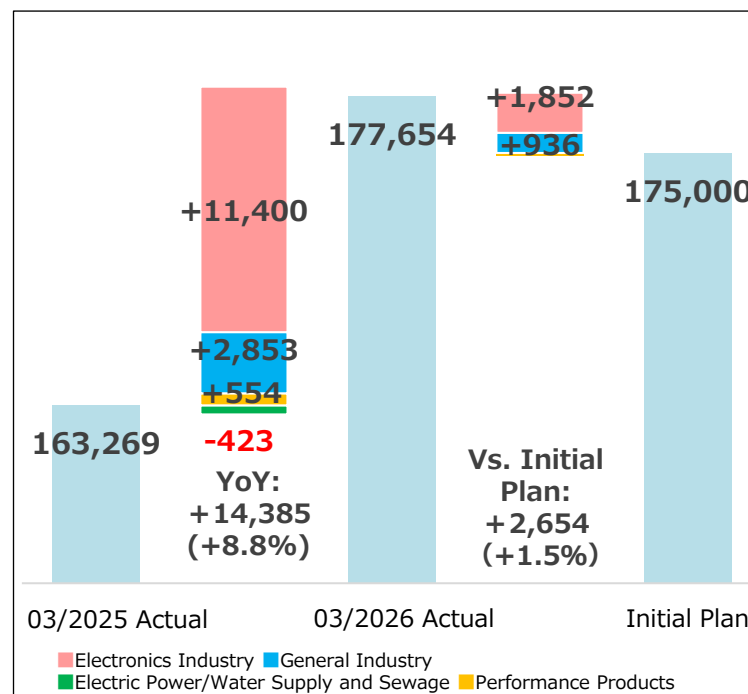
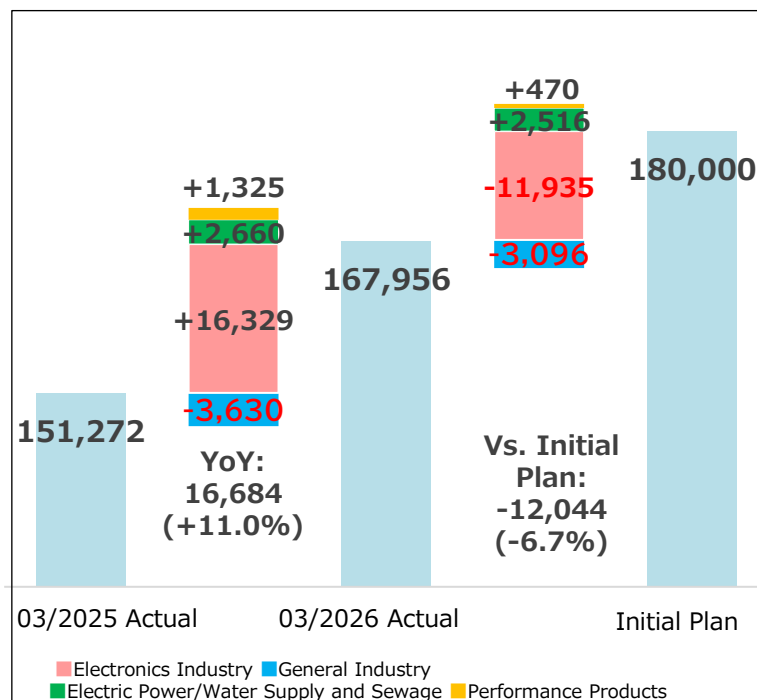
Year-on-year, sales grew in both the Plant and Service Solutions segments of the Electronics Industry. Compared to the plan, each business performed largely as expected, with results in line with the initial plan.

Operating Profit

Year-on-year, in addition to a growth in sales, improved profit margins for Plant projects overseas contributed. Compared to the plan, improved profit margins in Plant projects overseas contributed to increased profits.

(Millions of yen)

*Changes of ¥300.0 million or more are shown.



Plan FY Ending 03/2027

Orders Received

In the Electronics Industry, orders for large-scale Plant projects in the United States, Taiwan, and Japan are planned, and General Industry, Electric Power/Water Supply and Sewage, and Performance Products are expected to perform well.

Net Sales

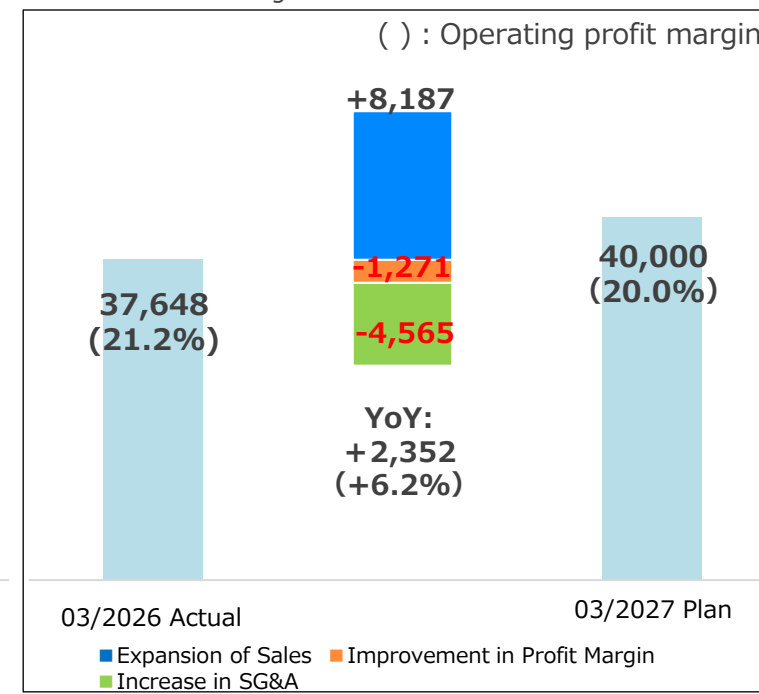
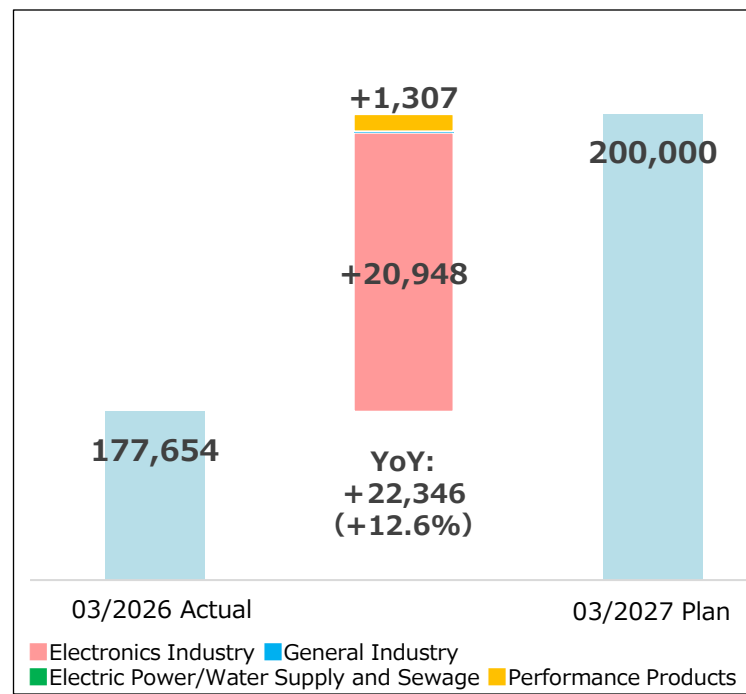
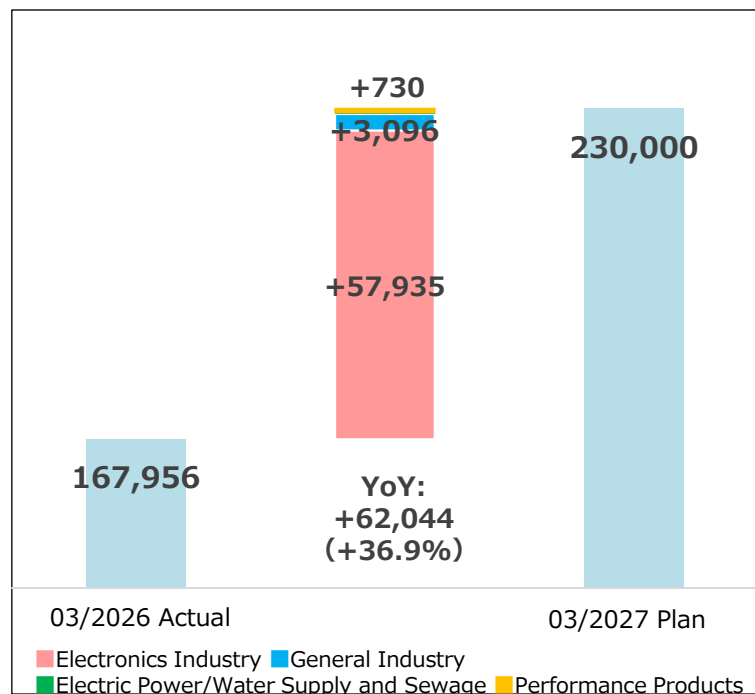
Sales expansion in the Electronics Industry, including overseas investments in cutting-edge semiconductors is planned. In General Industry, Electric Power/Water Supply and Sewage and Performance Products are expected to be firm.

Operating Profit

Increase in operating profit due to sales growth mainly in the Electronics Industry is planned. SG&A expenses are expected to expand, including personnel expenses, research and development expenses, and digital investments.

(Millions of yen)

*Changes of ¥300.0 million or more are shown.



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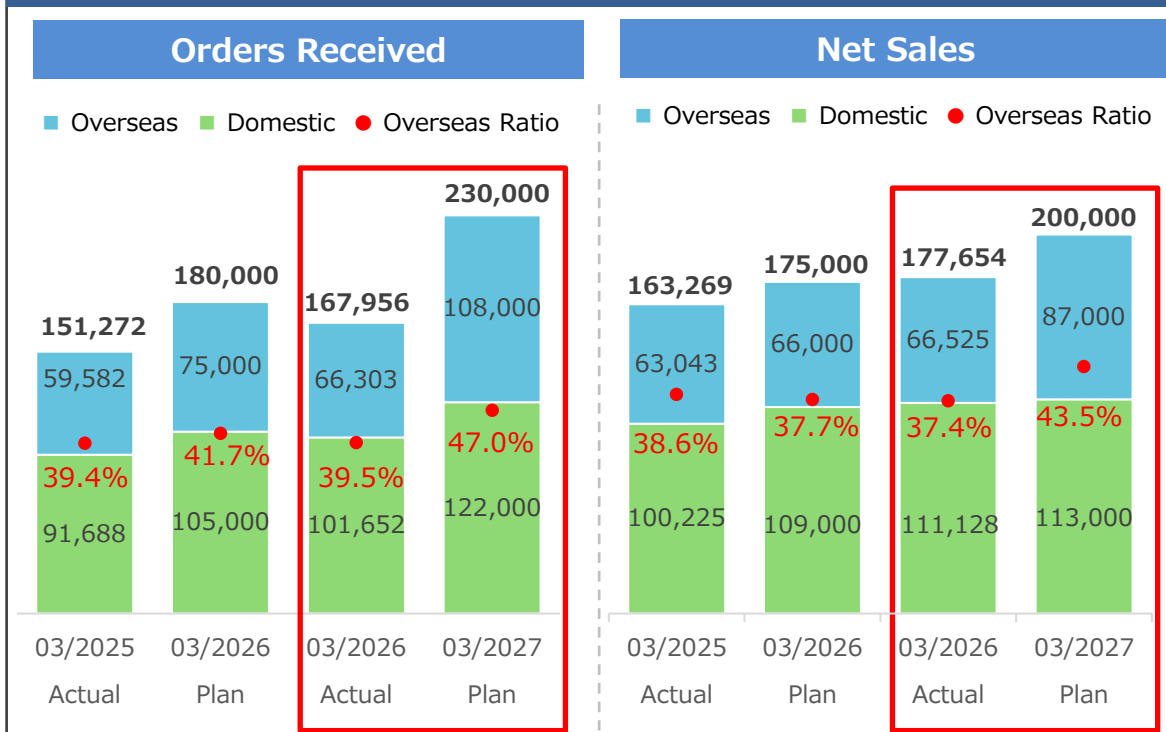
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Trends in Orders and Sales by Region

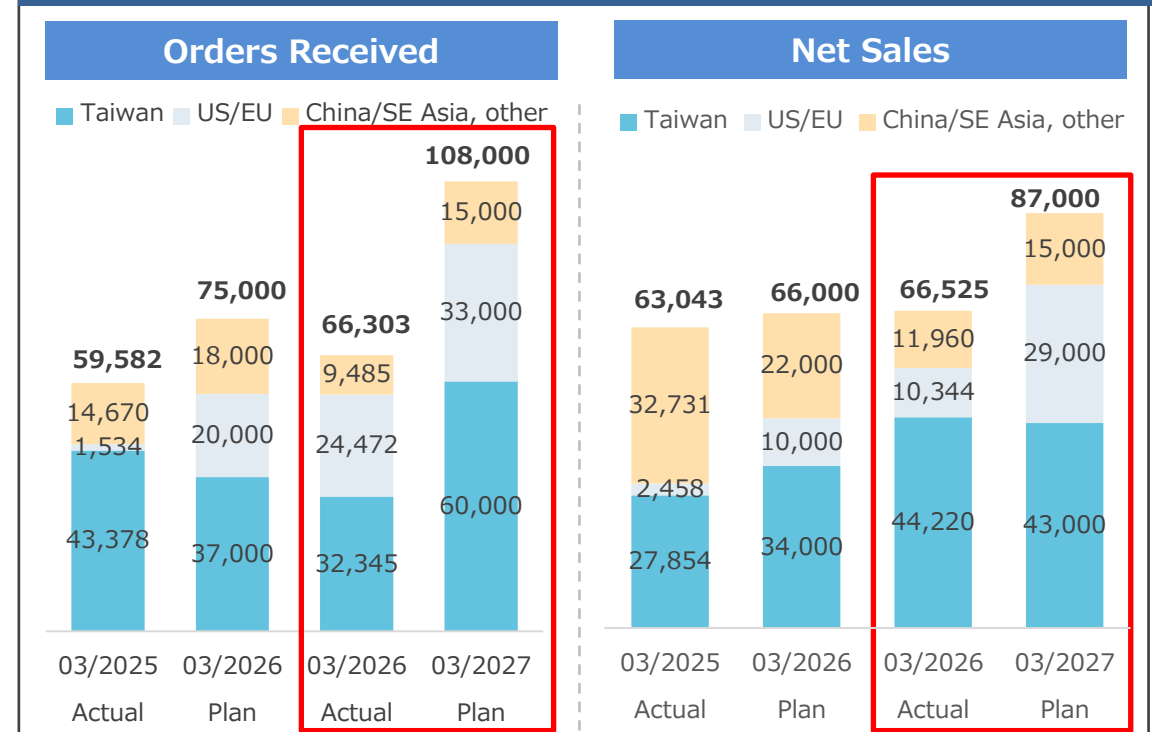
In addition to certain orders being delayed beyond expectations, active semiconductor investments are continuing, primarily overseas
 Sales have remained strong domestically and overseas, with the progress of large-scale project construction proceeding smoothly

(Millions of yen)

Orders Received and Net Sales by Region



Orders Received and Net Sales by Overseas Region



Trends in Sales by Business Segment and Department

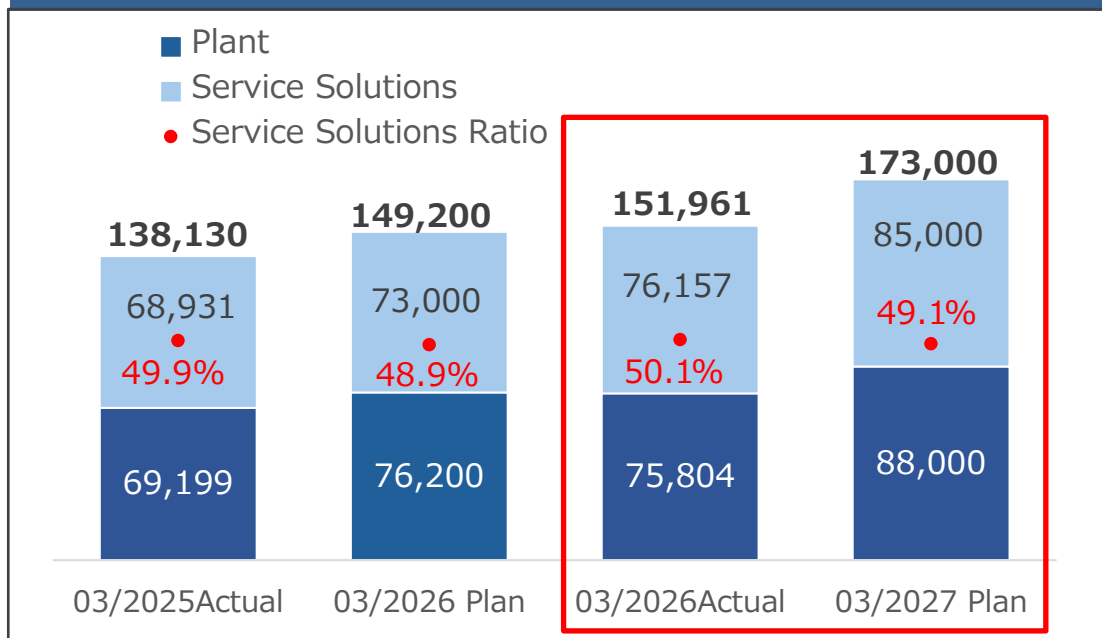
In Plant projects, investment in cutting-edge semiconductors was highly active in areas such as Taiwan and the United States, and sales grew

In Service Solutions, sales grew steadily, including maintenance and facility-owned services

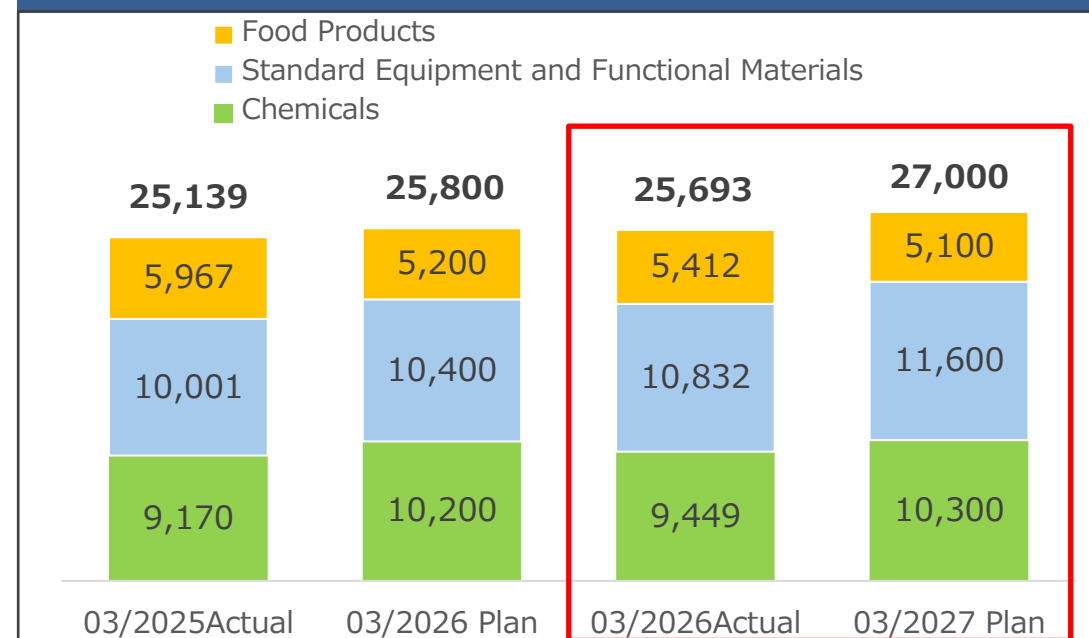
Sales of Performance Products are planned to expand steadily, including Chemicals, and Standard Equipment and Functional Materials

(Millions of yen)

Water Treatment Engineering Unit: Sales by Department



Performance Products Business Unit: Sales by Department



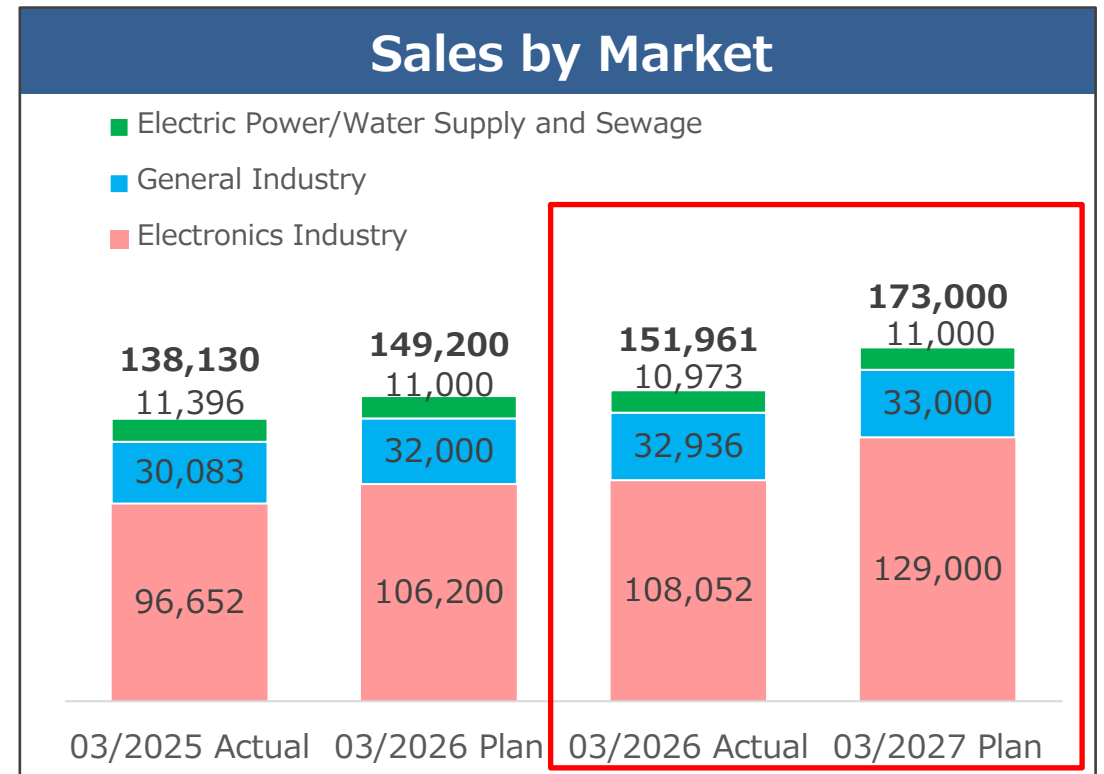
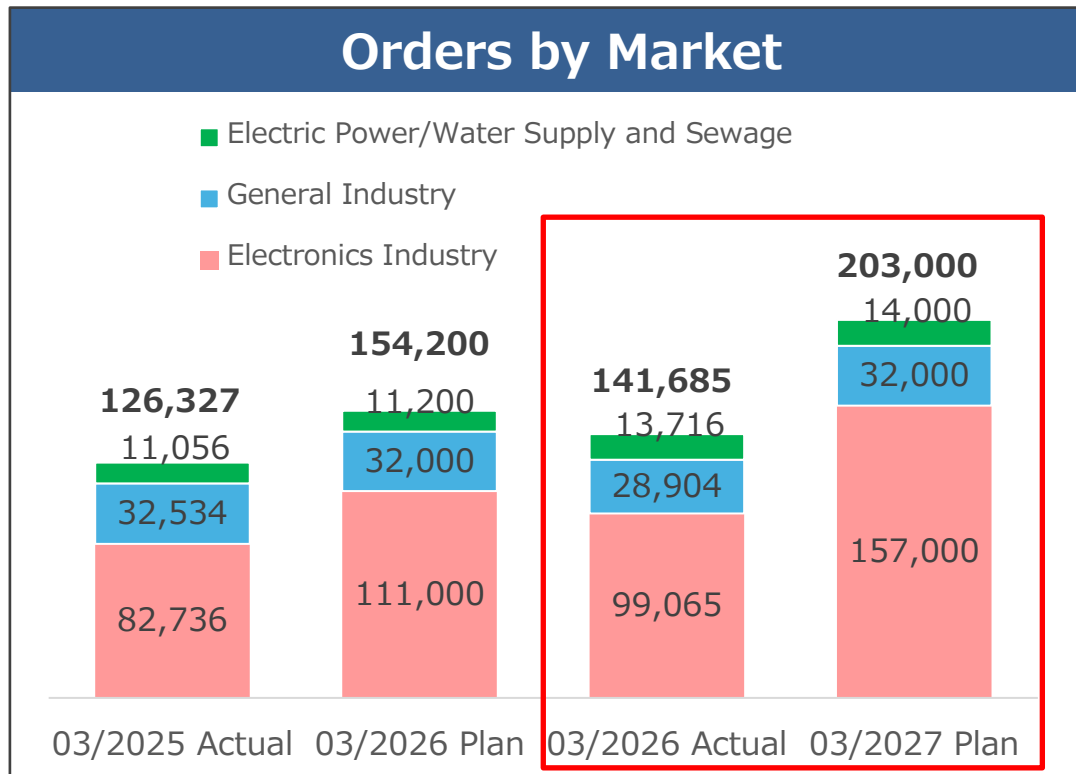
Water Treatment Engineering Unit: Trends in Orders and Sales by Market

In Electronics Industry, continues to see investment in cutting-edge semiconductors in Taiwan, the United States, and elsewhere, with orders and sales trending upward

In General Industry, while orders received for the fiscal year ending March 2026 declined according to trends in large-scale projects, net sales grew steadily.

In Electric Power/Water Supply and Sewage, orders were received for the restart of nuclear power plants and the replacement of thermal power plants, and net sales also remained firm

(Millions of yen)

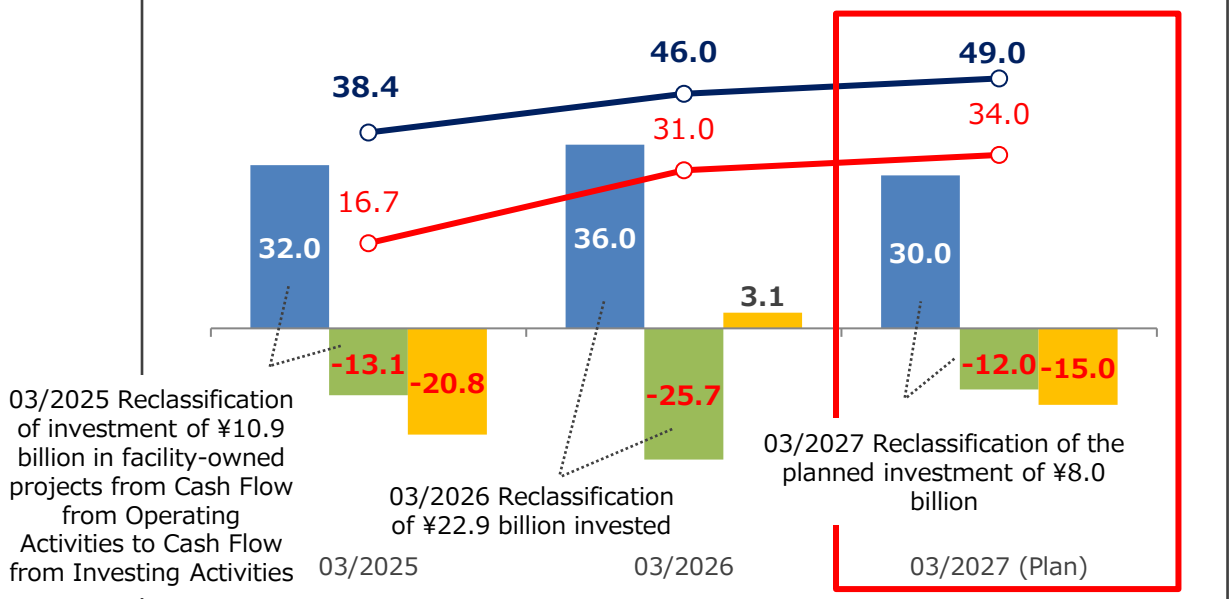


Trends in Cash Flow and Facility-owned Services

(Billions of yen)

Trends in Cash Flows (after reclassification)

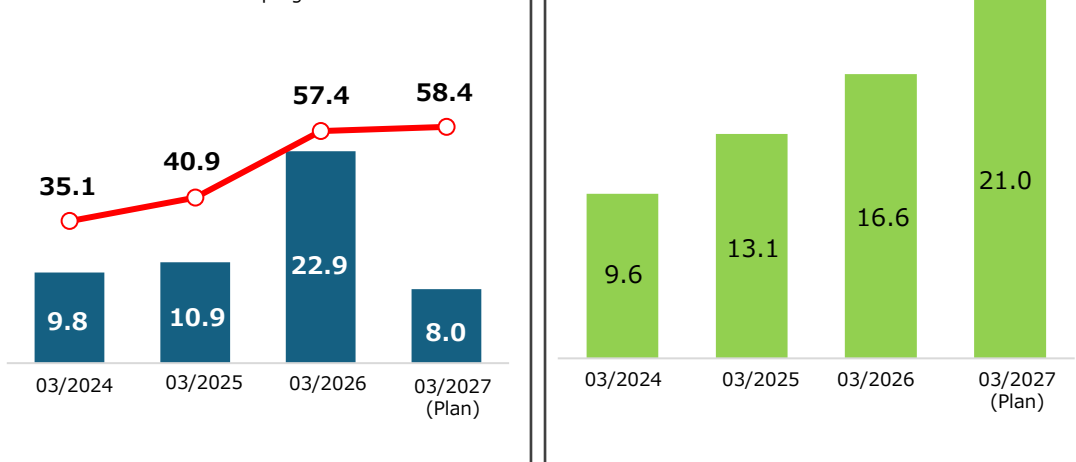
■ Cash Flows from Operating Activities
■ Cash Flows from Financing Activities
○ Cash and Cash Equivalents
■ Cash Flows from Investing Activities
—○— EBITDA (Operating profit + Depreciation)



Trends in Facility-owned Services

■ Single year investment
○ Balance of investment in leases and related work in progress

■ Sales of Facility-owned Services



- In preparation for the FY ending 03/2027, we anticipate an increase in working capital from the expansion of large-scale plant projects overseas, particularly Taiwan and the U.S. Taking into account the increase in accounts receivable and works in progress, payments for raw materials and construction costs, and the buildup of inventory in preparation for longer delivery times of material procurement, we expect to secure a larger amount of cash and deposits.

- Investments in facility-owned projects are recorded in Investments in leases (work in progress during construction) and depreciated over the contract period. Since they are included in current assets, the investment amount is recorded as Cash Flow from Operating Activities in the statement of cash flow. In the graph on the left, investment in facility-owned services has been reclassified as Cash Flows from Investing Activities.
- Large-scale investments in facility-owned services have run their course. With the commencement of facility operations, revenue recognition has started sequentially, and we are entering the fund recovery phase.

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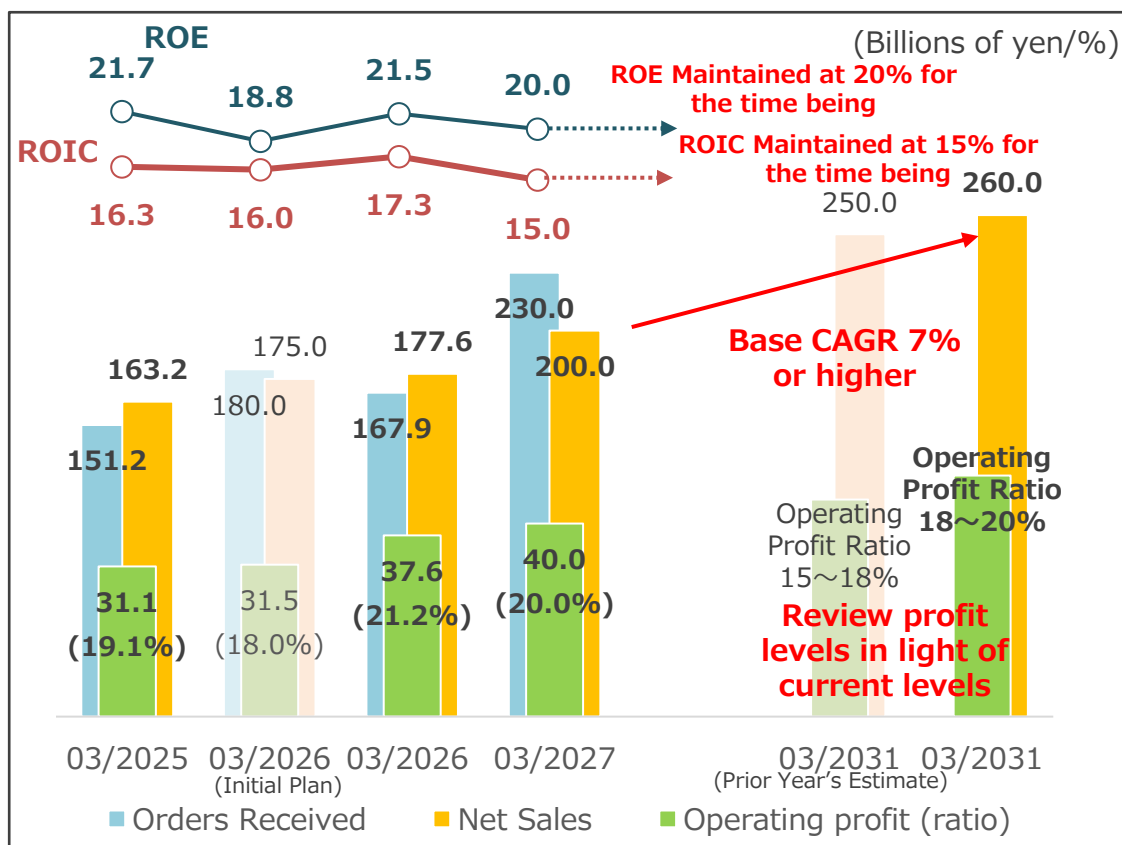
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Medium- to Long-term Management Plan: Plan Overview

We have revised our targets for FY ending 03/2031 in light of current conditions, such as investment trends in electronics industry and profit levels

There is also a possibility of fluctuations in accordance with developments in large-scale projects, such as those in Taiwan and the United States



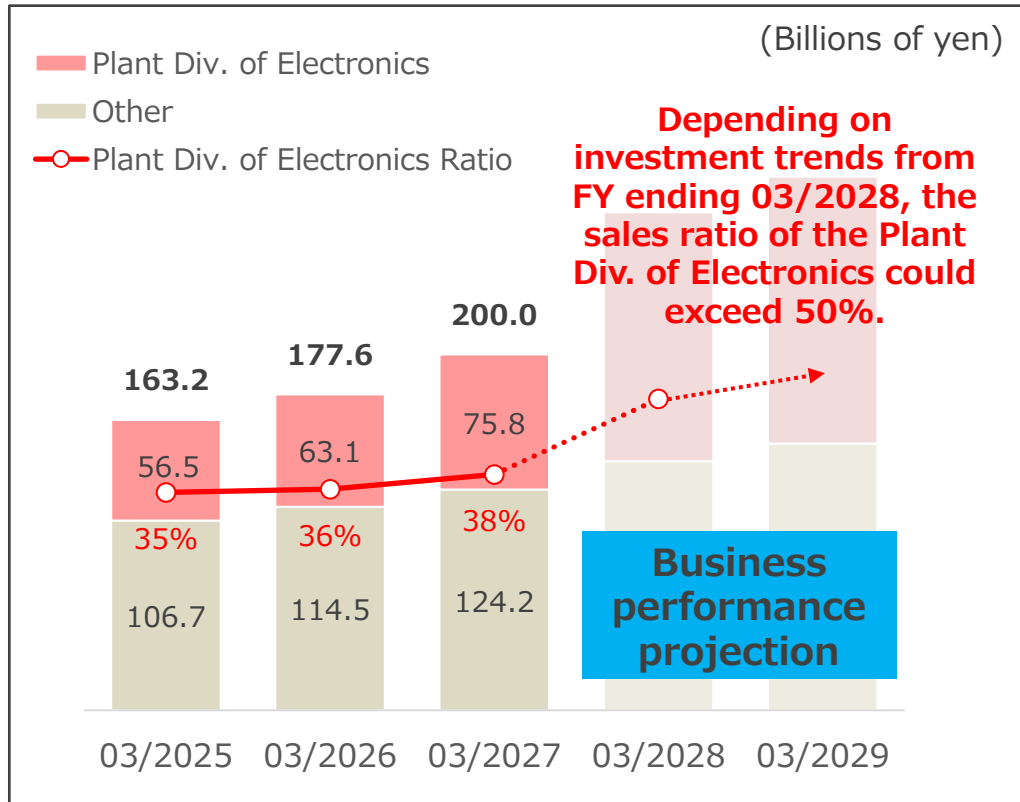
ORGANO2030 Achievement Targets (FY ending 03/2031)

Net Sales	¥260.0 billion or more (Base CAGR 7% or higher)
Operating Profit Ratio	18-20% Maintain current strong profit levels
ROE	20% or higher Maintain current high ROE levels for the time being
ROIC	15% or higher Handle large-scale projects while working on efficiency improvements

* ROIC is calculated as NOPAT (operating profit after tax) divided by capital employed (interest-bearing debt + equity).

Medium- to Long-term Management Plan: Risks and Opportunities

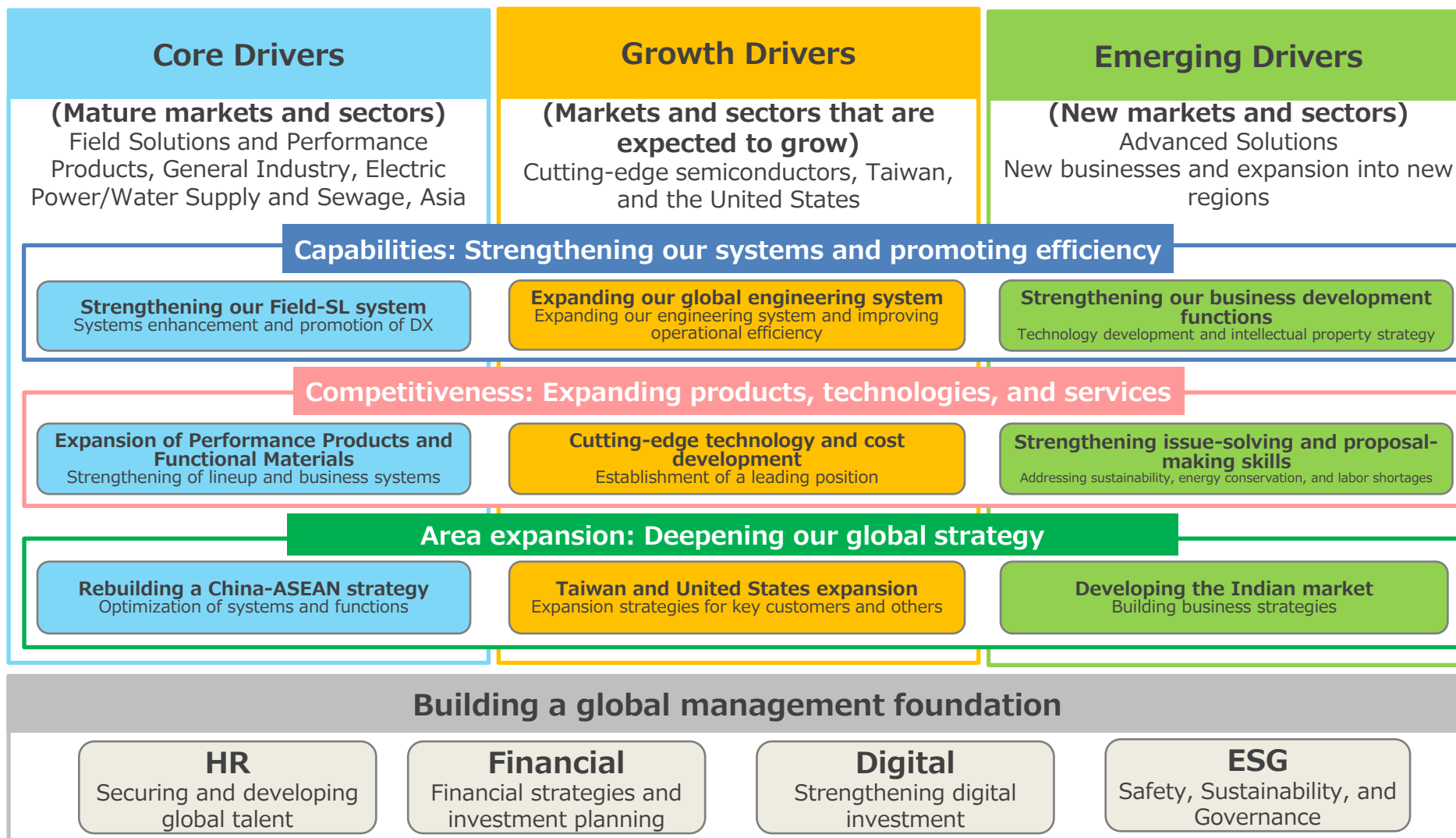
Investment trends in cutting-edge semiconductors are evolving dynamically
 The anticipated range for business performance has also expanded due to sales trends in large-scale plants



Opportunities	<ul style="list-style-type: none"> Due to increased demand for cutting-edge semiconductors, such as those used in AI, the consideration of investment plans is proceeding faster than anticipated Due to the expansion of customer investment scale and scope of orders received, orders are also planned to be in the tens of billions of yen range in the United States
Risks	<ul style="list-style-type: none"> The timing and scale of investment plan implementation will be highly fluid due to geopolitical factors, market fluctuations, energy issues, and other factors As large-scale projects emerge, risks related to securing resources and costs management will also expand

**The target for FY ending 03/2031 assumes Plant sales will remain at a certain level
 Updating targets based on the trend in orders in FY ending 03/2027**

Updating on Issues and Initiatives in the Medium- to Long-term Management Plan



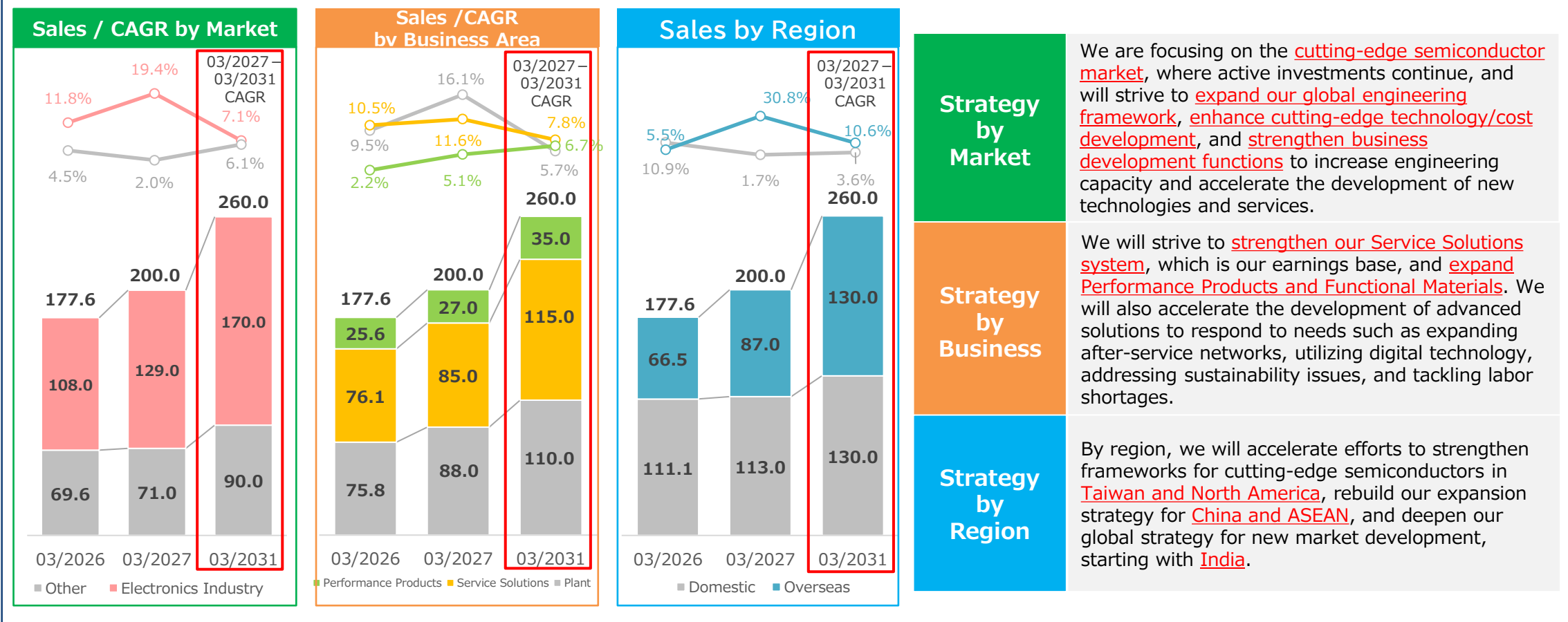
*Field Solutions(Field-SL)
 An area that generates profits as a stable source of revenue

*Advanced Solutions
 Areas where we make growth investments to ensure competitiveness and drive future revenue

Business Growth Strategy : Plan by Department

(Billions of yen)

Business Growth Strategy



Development of New Technologies and Services

Strengthening of Non-Aqueous Separation and Purification Technologies

By applying technologies such as ion exchange resins and membranes used in water treatment, we are promoting the development of **separation and purification technologies for various non-aqueous chemical solutions** and **recycling technologies for used solvents**.

For cutting-edge semiconductors, which are becoming increasingly advanced and sophisticated, we will provide **our proprietary ultrapure ion exchange resins for electronic materials**, contributing to miniaturization. We will also promote their application in solvent recovery, which is expected to significantly reduce CO₂ emissions.

NMP solvent(*) recovery equipment using membrane separation technology
*Solvent used for rechargeable lithium-ion batteries



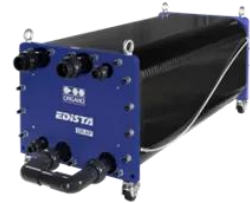
Ultrapure ion exchange resin for electronic materials

Advances in Ultrapure Water Technology and Analysis Technology

We have internally developed **electrodeionization (EDI) systems**, which are expected to reduce environmental impact through cost savings and reduction of waste volume achieved by reducing the use of chemicals compared to treatment with ion exchange resins.

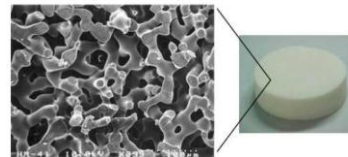
Compared to competing products, advanced processing of weakly acidic components such as silica is possible, and we are advancing its application into cutting-edge semiconductor fields and other areas.

Additionally, our proprietary **monolithic ion exchange resin** contributes to the improvement of next-generation advanced separation and refinement, as well as ultra-trace analysis technology, through its outstanding functionality.



EDI GR-XP Series:
Capable of processing high flow rates and advanced treatment

A proprietary monolithic ion exchange resin



Development of Next-generation Sewage Treatment Technology

We have developed **AGSOR®**, a **continuous wastewater treatment technology** that utilizes granular sludges formed by high-density self-aggregation of aerobic microorganisms.

In addition to achieving **high-efficiency treatment and space-saving** compared to conventional systems, **it significantly reduces the burden of facility renewal**. We expect its deployment to existing large-scale treatment plants. In Japan, it has been certified as a “practical technology” by the Tokyo Metropolitan Government after passing demonstration tests, and in the United States, it is currently undergoing the actual demo test at a wastewater treatment plant in Kansas.



Granule forming tank currently in operation in the United States

Tokyo Metropolitan Government “Practical Technology” Certification



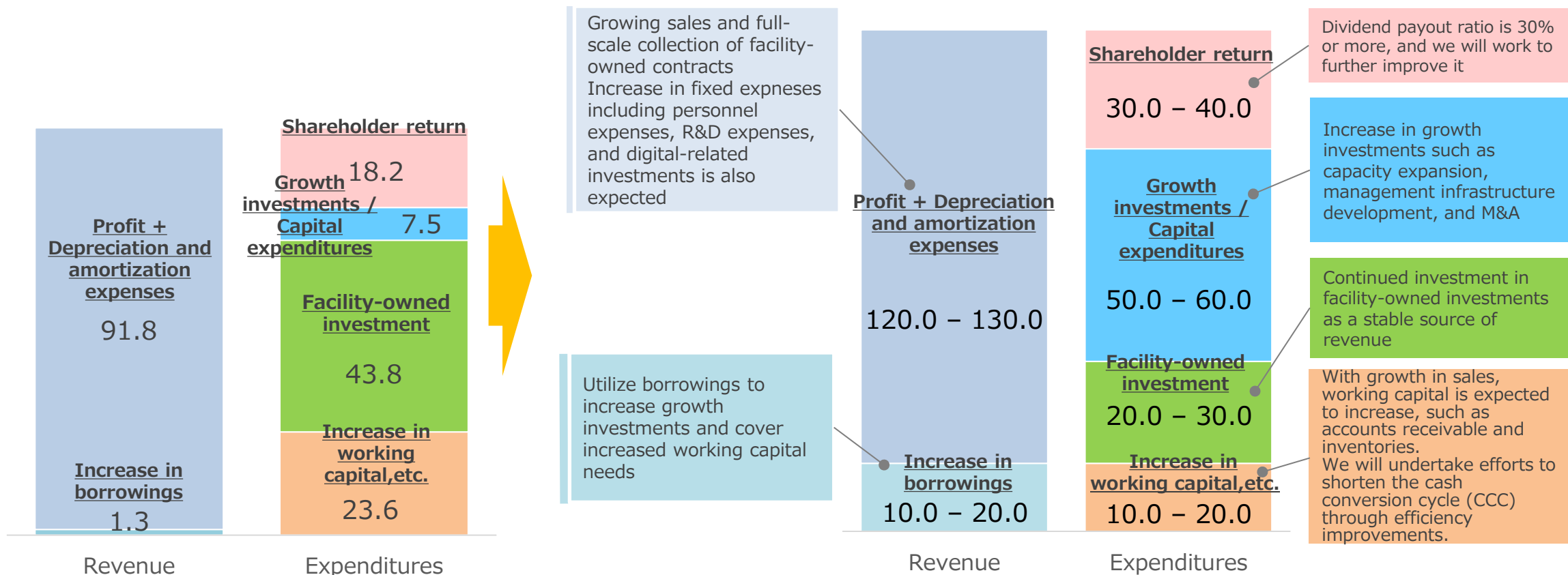
Financial Strategy: Capital Allocation Plan

Capital Allocation

(Billions of yen)

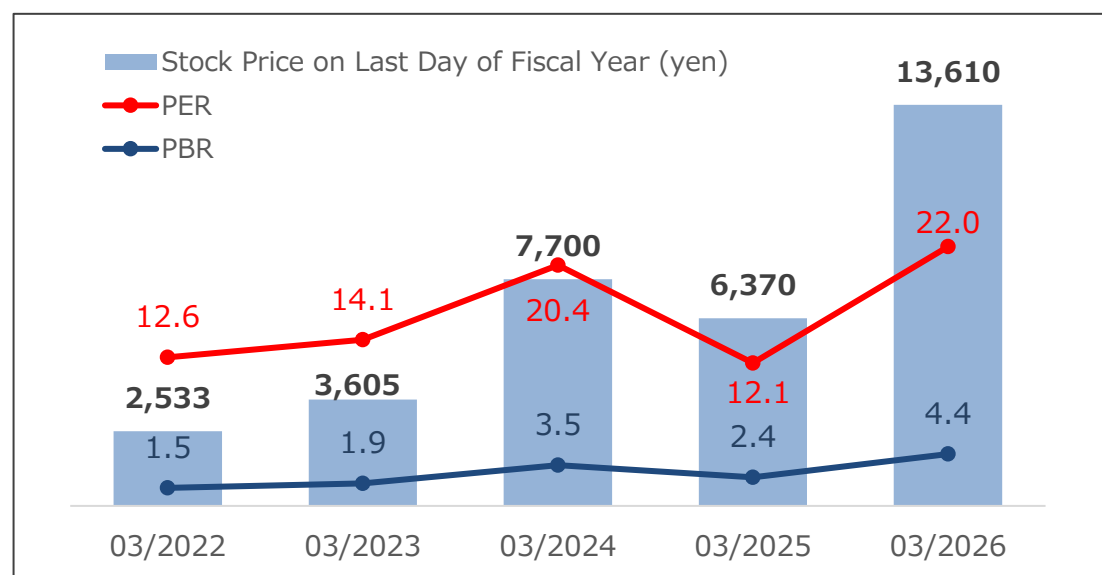
FY Ended 03/2024–FY Ended 03/2026 Actual

FY Ending 03/2027–FY Ending 03/2029 Plan



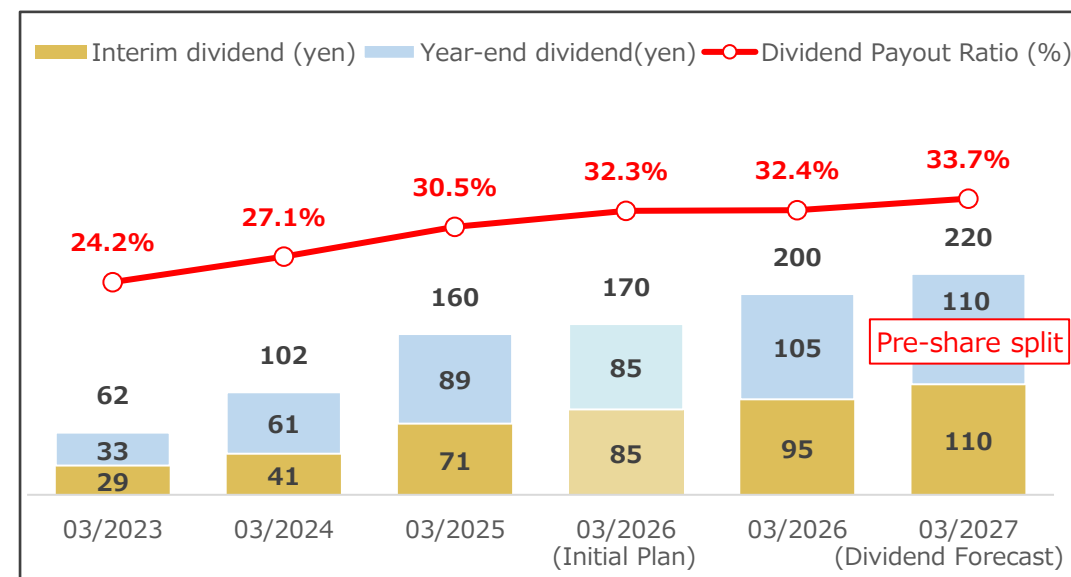
Financial Strategy: Stock Price Trends and Measures for Shareholder Return

Stock Price Trends and Share Split



- Despite fluctuations in our stock price during the period against the backdrop of geopolitical risks and other factors, it rose significantly in FY ended 03/2026 thanks to strong business performance and other factors.
- Due to the stock price rise, the value per investment unit has continued to exceed the Tokyo Stock Exchange's standard. Therefore, with the aim of improving share liquidity as well as creating an environment that makes investing more accessible and expanding our investor base by reducing the investment unit size, we will implement a share split with an effective date of October 1, 2026, splitting one common share into five.

Measures for Shareholder Return



- Regarding shareholder return, our basic policy is to pay stable and consistent dividends. Specifically, while maintaining the dividend payout ratio of 30% or more, we will work to further improve dividend payout ratio, with the aim of both expanding investment in growth and strengthening shareholder returns.

* The dividend forecast for FY ending 03/2027 in the graph above is the amount prior to the share split.

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FY Ended 03/2026: Consolidated Statement of Income

(Millions of yen)	FY Ended 03/2025 Full-year Actual	Initial Plan	FY Ended 03/2026 Previous Forecast (Oct 31, 2025)	Full-year Actual	Year-on-Year	Vs. Initial Plan	Vs. Previous Forecast
Orders Received	151,272	180,000	185,000	167,956	+16,684 +11.0%	-12,044 -6.7%	-17,044 -9.2%
Net Sales	163,269	175,000	175,000	177,654	+14,385 +8.8%	+2,654 +1.5%	+2,654 +1.5%
Gross Profit	55,182	58,500	63,000	65,084	+9,902 +17.9%	+6,584 +11.3%	+2,084 +3.3%
%	33.8%	33.4%	36.0%	36.6%	+2.8pt	+3.2pt	+0.6pt
SG&A	24,061	27,000	27,000	27,435	+3,374 +14.0%	+435 +1.6%	+435 +1.6%
Operating Profit	31,120	31,500	36,000	37,648	+6,528 +21.0%	+6,148 +19.5%	+1,648 +4.6%
%	19.1%	18.0%	20.6%	21.2%	+2.1pt	+3.2pt	+0.6pt
Profit Attributable to Owners of Parent	24,150	24,200	27,000	28,401	+4,251 +17.6%	+4,201 +17.4%	+1,401 +5.2%

FY Ended 03/2026: Results by Segment

	(Millions of yen)	FY Ended 03/2025 Full-year Actual	Initial Plan	FY Ended 03/2026 Previous Forecast (Oct 31, 2025)	Full-year Actual	Year-on-Year	Vs. Initial Plan	Vs. Previous Forecast
Company	Orders Received	151,272	180,000	185,000	167,956	+ 16,684 +11.0%	-12,044 -6.7%	-17,044 -9.2%
	Net Sales	163,269	175,000	175,000	177,654	+ 14,385 +8.8%	+ 2,654 +1.5%	+ 2,654 +1.5%
	Operating Profit	31,120	31,500	36,000	37,648	+ 6,528 +21.0%	+ 6,148 +19.5%	+ 1,648 +4.6%
	%	19.1%	18.0%	20.6%	21.2%	+2.1pt	+3.2pt	+0.6pt
Water Treatment Engineering	Orders Received	126,327	154,200	159,200	141,685	+ 15,358 +12.2%	-12,515 -8.1%	-17,515 -11.0%
	Net Sales	138,130	149,200	149,200	151,961	+ 13,831 +10.0%	+ 2,761 +1.9%	+ 2,761 +1.9%
	Operating Profit	27,382	27,630	32,130	34,339	+ 6,957 +25.4%	+ 6,709 +24.3%	+ 2,209 +6.9%
	%	19.8%	18.5%	21.5%	22.6%	+2.8pt	+4.1pt	+1.1pt
Performance Products	Orders Received	24,944	25,800	25,800	26,270	+ 1,326 +5.3%	+ 470 +1.8%	+ 470 +1.8%
	Net Sales	25,139	25,800	25,800	25,693	+ 554 +2.2%	-107 -0.4%	-107 -0.4%
	Operating Profit	3,738	3,870	3,870	3,309	-429 -11.5%	-561 -14.5%	-561 -14.5%
	%	14.9%	15.0%	15.0%	12.9%	-2.0pt	-2.1pt	-2.1pt

FY Ended 03/2026: Consolidated Balance Sheet

(Millions of yen)

	FY Ended 03/2025 Full-year Actual	FY Ended 03/2026 Full-year Actual	Change		FY Ended 03/2025 Full-year Actual	FY Ended 03/2026 Full-year Actual	Change
Cash and deposits	16,751	31,055	+14,304	Trade Payable	28,087	22,913	-5,174
Accounts Receivable and Contract Assets	83,953	85,183	+1,230	Short-term Borrowings	18,877	28,402	+9,525
Merchandise, Finished Goods, Raw Materials, Etc.	11,356	13,177	+1,821	Other	17,436	19,623	+2,187
Investments in Leases	35,512	53,856	+18,344	Total Current Liabilities	64,401	70,939	+6,538
Work in Process	11,169	5,386	-5,783	Long-term Borrowings	3,680	6,000	+2,320
Other	5,624	3,343	-2,281	Other	5,119	4,965	-154
Total Current Assets	164,367	192,002	+27,635	Total Non-current Liabilities	8,799	10,965	+2,166
Total Non-current Assets	30,028	32,864	+2,836	Total Liabilities	73,201	81,904	+8,703
Total Assets	194,396	224,867	+30,471	Total Net Assets	121,194	142,962	+21,768
				Total Liabilities and Net Assets	194,396	224,867	+30,471
				Equity-to-asset Ratio	62.2%	63.6%	+1.4pt

FY Ending 03/2027: Consolidated Statement of Income (Plan)

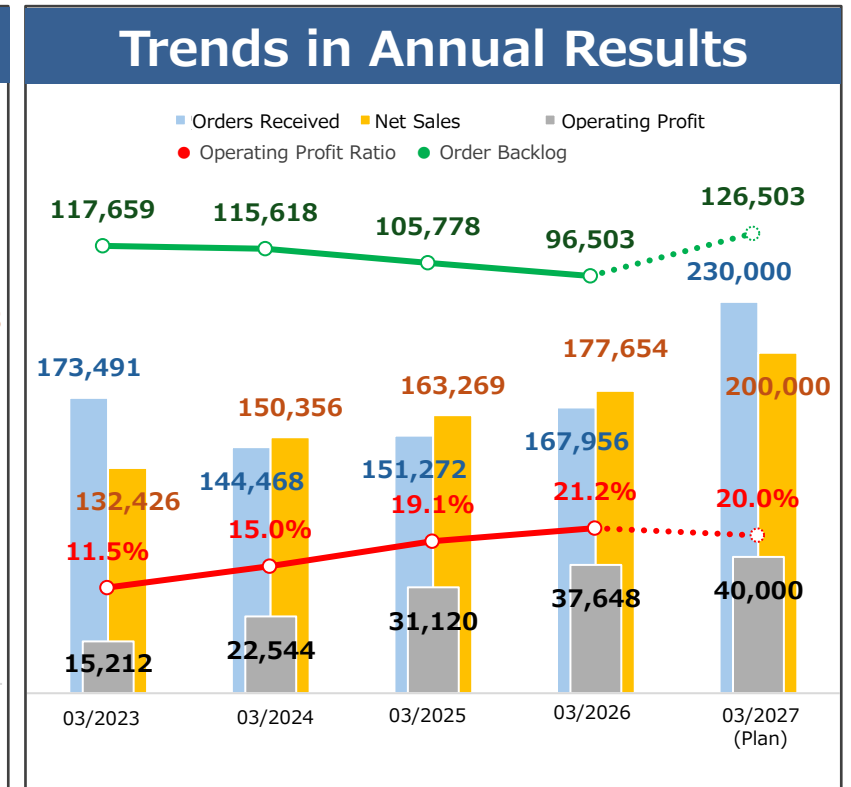
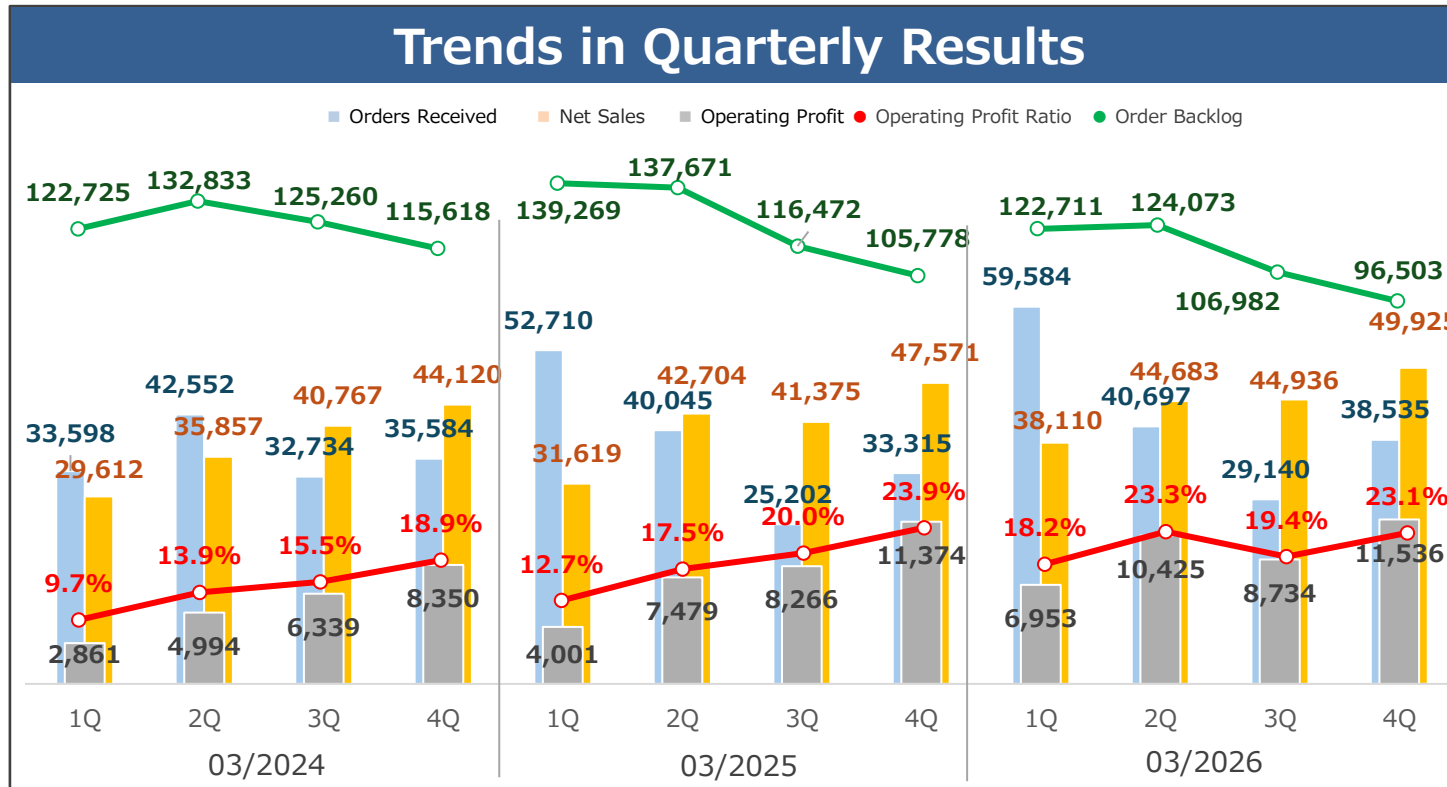
(Millions of yen)	FY Ended 03/2026		FY Ending 03/2027		1st Half Comparison	Full-year Comparison
	1st Half Actual	Full-year Actual	1st Half Plan	Full-year Plan		
Orders Received	100,281	167,956	130,000	230,000	+29,719 +29.6%	+62,044 +36.9%
Net Sales	82,793	177,654	90,000	200,000	+7,207 +8.7%	+22,346 +12.6%
Gross Profit	30,125	65,084	32,500	72,000	+2,375 +7.9%	+6,916 +10.6%
%	36.4%	36.6%	36.1%	36.0%	-0.3pt	-0.6pt
SG&A	12,747	27,435	15,000	32,000	+2,253 +17.7%	+4,565 +16.6%
Operating Profit	17,378	37,648	17,500	40,000	+122 +0.7%	+2,352 +6.2%
%	21.0%	21.2%	19.4%	20.0%	-1.6pt	-1.2pt
Profit Attributable to Owners of Parent	11,528	28,401	12,000	30,000	+472 +4.1%	+1,599 +5.6%
ROE	—	21.5%	—	20.0%	—	-1.5pt

FY Ending 03/2027: Plan by Segment

	(Millions of yen)	FY Ended 03/2026		FY Ending 03/2027		1st Half Comparison	Full-year Comparison
		1st Half Actual	Full-year Actual	1st Half Actual	Full-year Actual		
Company	Orders Received	100,281	167,956	130,000	230,000	+ 29,719 +29.6%	+ 62,044 +36.9%
	Net Sales	82,793	177,654	90,000	200,000	+ 7,207 +8.7%	+ 22,346 +12.6%
	Gross Profit	17,378	37,648	17,500	40,000	+ 122 +0.7%	+ 2,352 +6.2%
	%	21.0%	21.2%	19.4%	20.0%	-1.6pt	-1.2pt
Water Treatment Engineering	Orders Received	87,294	141,685	116,500	203,000	+ 29,206 +33.5%	+ 61,315 +43.3%
	Net Sales	70,549	151,961	76,500	173,000	+ 5,951 +8.4%	+ 21,039 +13.8%
	Gross Profit	15,771	34,339	15,800	36,480	+ 29 +0.2%	+ 2,141 +6.2%
	%	22.4%	22.6%	20.7%	21.1%	-1.7pt	-1.5pt
Performance Products	Orders Received	12,987	26,270	13,500	27,000	+ 513 +4.0%	+ 730 +2.8%
	Net Sales	12,243	25,693	13,500	27,000	+ 1,257 +10.3%	+ 1,307 +5.1%
	Gross Profit	1,607	3,309	1,700	3,520	+ 93 +5.8%	+ 211 +6.4%
	%	13.1%	12.9%	12.6%	13.0%	-0.5pt	+0.1pt

Trends in Orders Received, Net Sales, Order Backlog, and Operating Profit (Quarterly, Annual)

(Millions of yen)



Orders Received

Fluctuated in accordance with trends in large projects. Orders for projects remained at a high level both in Japan and overseas, mainly for cutting-edge semiconductors.

Order Backlog

Order backlog tends to decrease moving toward the end of the fiscal year, where delivery dates are concentrated and sales expand. Recorded according to the progress of construction. However, there are many projects with deadlines at the end of the fiscal year, and sales tend to gradually increase moving towards the fourth quarter.

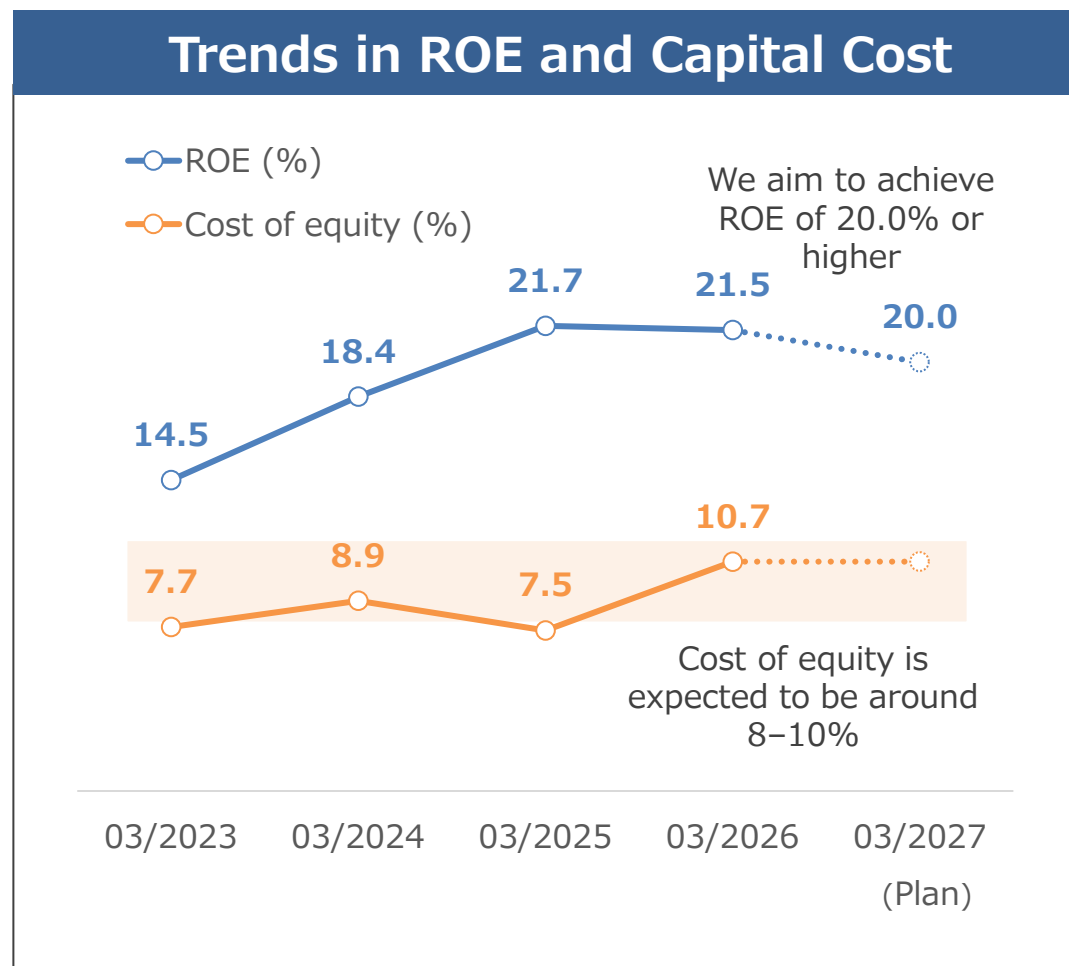
Net Sales

Operating Profit

Fluctuated in accordance with changes in estimated project costs and negotiations regarding additional payments. Operating profit ratios tend to improve toward the end of the fiscal year.



Trends in ROE and Cost of Equity



■ Breakdown of ROE (03/2026)

ROE	=	Profitability	x	Efficiency	x	Financial Soundness
21.5%		16.0% Net income ratio		0.85 turnover Asset turnover ratio		1.59 times Financial leverage

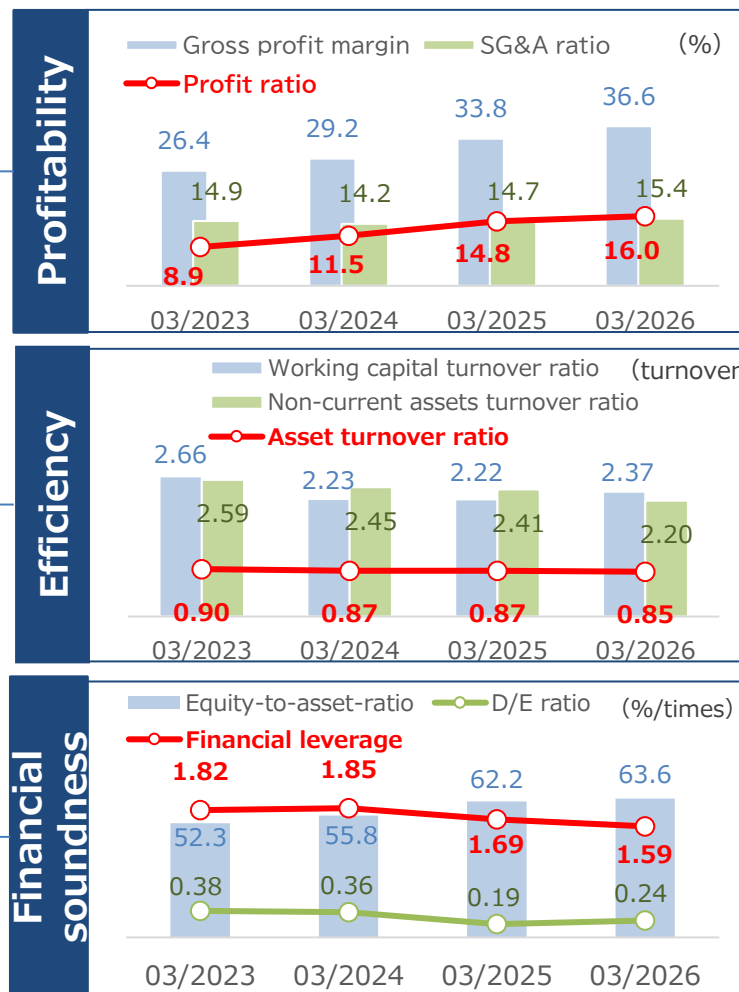
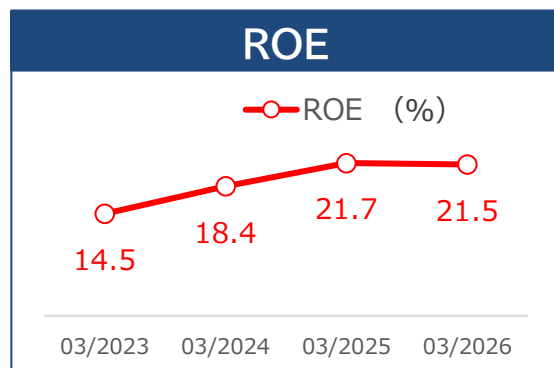
■ Cost of equity

Due to rising long-term interest rates and trends in our stock price, the cost of equity (CAPM) has been on an upward trend; based on performance over the past few years, we estimate our cost of equity to be approximately 8% to 10%.

- **Cost of equity is calculated based on CAPM ($R_f + \beta(R_m - R_f)$)**
 - R_f (risk-free rate) : Yield on long-term government bonds (10-year)
 - β (β value) : Stock price fluctuation rate : Around 1.2 to 1.5
 - $R_m - R_f$ (market risk premium) : Around 5% to 6%

Decomposition of ROE

Decomposition of ROE (Key indicators)



- ROE has been driven by an improvement in the **gross profit margin**. From FY ending 03/2027 onward, **plant expansion may exert downward pressure on the gross profit margin**. We will strengthen high-margin Service Solutions and Performance Products.
- SG&A expenses are planned to **increase to support future growth** through investments in personnel, digital initiatives, and research and development expenses starting in FY ending 03/2027

- Working capital** has been trending upward due to a **growth in Plant sales** with long lead times. We are working to shorten accounts receivable collection cycles and optimize inventory levels.
- Total non-current assets** have also been affected by the expansion of facility-owned assets. From FY ending 03/2027 onward, we plan to **increase growth investments**, including capacity expansion, improvements to management infrastructure, and M&A.

- We will work to **expand growth investments and enhance shareholder return** while maintaining **financial soundness**. We will address the expansion of growth investments and the increase in working capital by utilizing borrowings. Regarding shareholder return, while we will maintain the dividend payout ratio of 30% or more, the Company will work to further improve dividend payout ratio.

*Assets related to facility-owned services are reclassified as non-current assets to calculate the turnover ratio.

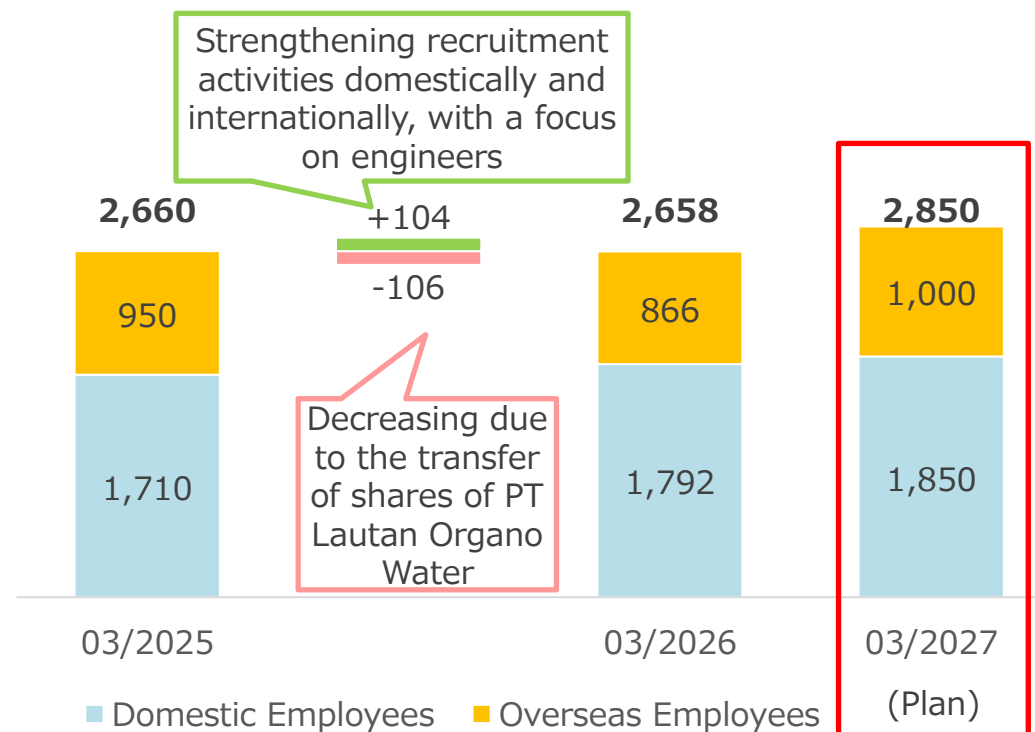
Key Indicators

(Millions of yen)	FY Ended	FY Ended	FY Ending	
	03/2025	03/2026	03/2026	03/2027
	Full-year Actual	Initial Plan	Full-year Actual	Full-year Plan
Capital Expenditures	2,803	3,500	3,520	3,500
R&D Expenses	3,253	3,600	3,371	3,685
Depreciation	1,925	2,000	1,981	2,000
Interest-bearing Debt	22,557	35,000	34,402	30,000
No. of Employees	2,660	2,860	2,658	2,850

* Capital expenditures and depreciation do not include investments and depreciation associated with facility-owned services.

Consolidated Personnel Plan (Domestic/Overseas)

In addition to increasing personnel through enhanced recruitment, accelerate capacity expansion through outsourcing and digitalization to improve efficiency



Contents

1. FY Ended 03/2026 Results and Overview of FY Ending 03/2027 Plan
2. Analysis of Results and Plans for Each Division
3. Medium- to Long-term Management Plan
4. Reference Materials(1) Financial Data Compilation
- 5. Reference Materials(2) Company Overview and Business Profile**

* Figures in these materials are rounded down to the nearest unit of indication. Percentages, year-on-year comparisons, comparisons with the plan, and other presentations are calculated using the units of indication. Percentages are rounded to one digit past the decimal point.

Management Philosophy and Vision

■ Management Philosophy

Organo serves as a valuable partner company by leveraging its leading-edge technologies cultivated through long experience with water treatment, by contributing to the industries that create the future, and by playing a key role in the development of societal infrastructure.

■ Long-term Management Vision

At Organo, we seek to expand our business through high value-added separation and refinement as well as analysis and manufacturing technologies, and by providing products and services that promote the creation of value and which resolve the challenges that confront industry and society. We proactively contribute to a better tomorrow by cultivating people today who will improve upon the way things were done yesterday, as a company where all employees are energetic and passionate about their work.

■ Sustainability Policy

Together with its stakeholders, Organo aims to realize a sustainable society for the future and improve our corporate value.



E Leveraging its leading-edge technologies cultivated through long experience with water treatment*, Organo provides environmentally-friendly products and services that contribute to water environment conservation and prevention of global warming.

S We will respect human rights, diverse values, and individuality while promoting the creation of a workplace where each and every employee can grow and flourish.

G We will carry out our corporate activities with integrity and fairness, emphasizing dialogue and cooperation with all stakeholders.

* Leveraging its leading-edge technologies cultivated through long experience with water treatment refers to our pursuit of water treatment-related separation and refinement, analysis, and engineering technologies, and our provision of optimal systems and services that meet the needs of society through a combination of these technologies.



Representative Director and President 山田正幸

Organo's History (Changes in Sales)

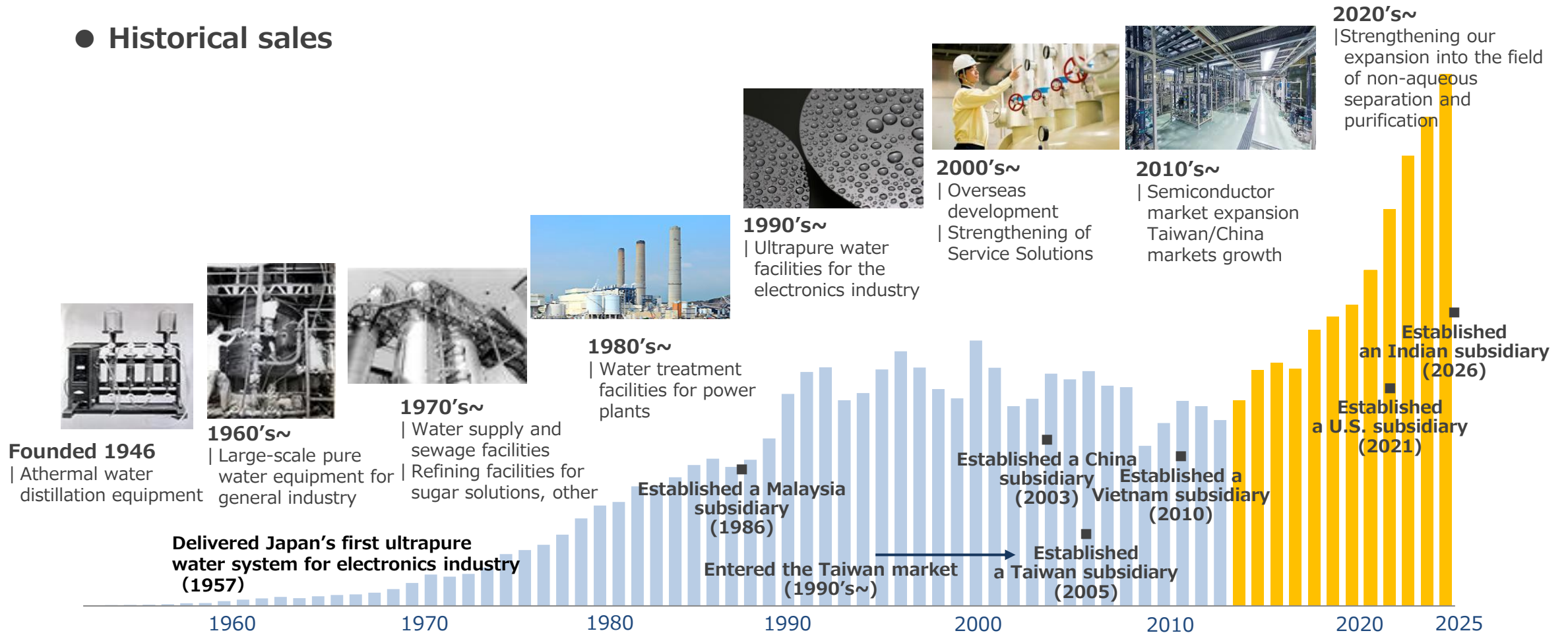
Development

Growth

Evolution

Expansion

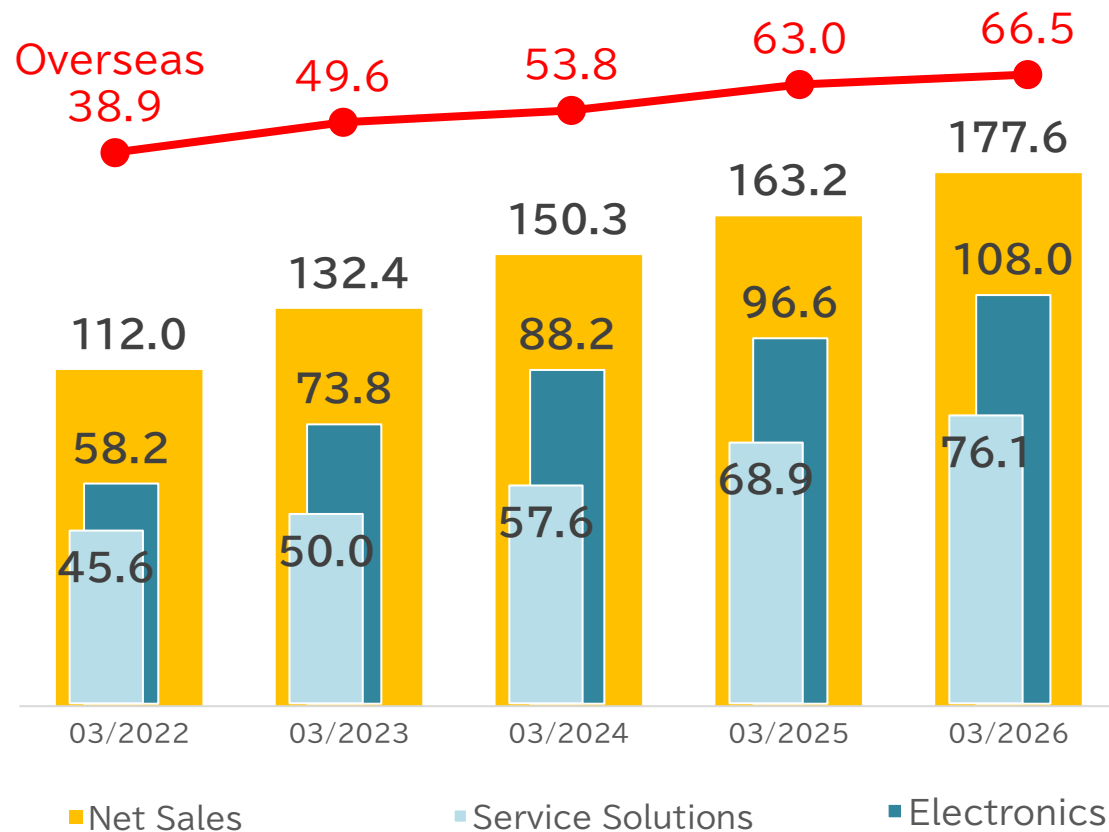
● Historical sales



Recent Performance Growth

Performance Trends (Sales)

(Billions of yen)



Background of recent performance improvement

Growth in the Electronics Industry

Our performance has improved against the backdrop of the growth of the semiconductor market since 2018.

Continued growth centered on the Electronics Industry in Japan and overseas is expected.

Expansion of overseas markets such as Taiwan and China

By region, the Taiwan and China markets have grown significantly. Investment is growing across various semiconductor areas, including foundries and memory.

Expansion in the Service Solution

There has been steady growth in maintenance and an increase in facility-owned projects.

The Organo Group's Business Structure

Water Treatment Engineering Business Unit

| Plant Division



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

| Service Solutions Division

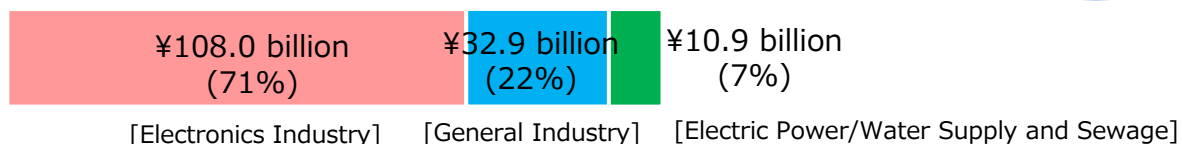


Facilities maintenance
Operational support services and comprehensive maintenance
Facility enhancements, renovation, and reconditioning
Facility-owned Services

| Sales by Segment



| Sales by Market



Performance Products Business Unit

| Water Treatment Chemicals Division



Treatment chemicals for wastewater, cooling water, cleaning and RO membranes, boiler waters, etc.

| Standard Equipment and Functional Materials Division



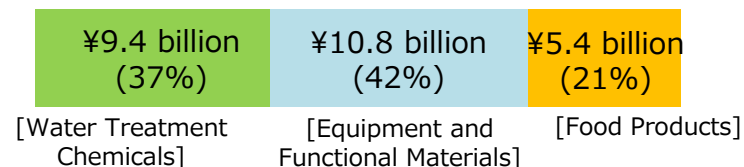
Pure and ultrapure water production systems
Filters
Functional materials (separation and refinement materials)

| Food Products Division



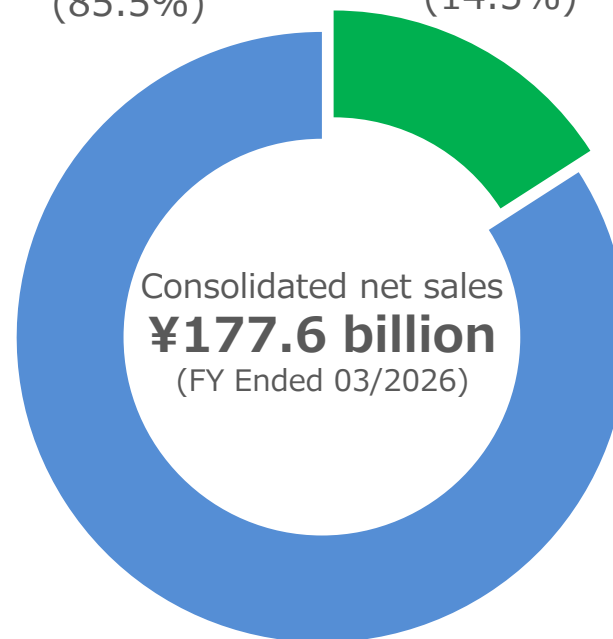
Food processing agents
Food ingredients

| Sales by Segment



* Amounts represent sales for FY ended 03/2026, percentages represent share of total sales.

¥151.9 billion (85.5%) ¥25.6 billion (14.5%)



Major Shareholders and Shareholder Composition

Major Shareholders (top ten)

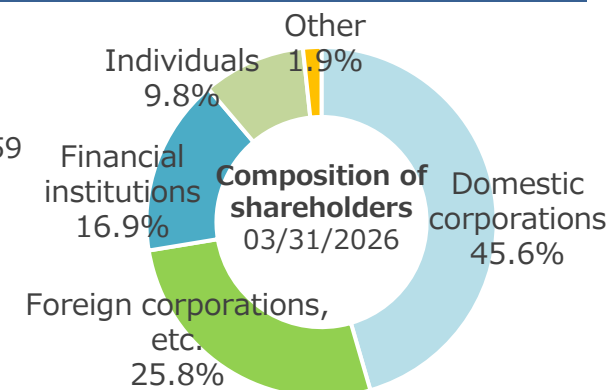
(As of March 31, 2026)

Name of Shareholder	Number of Shares Held (Thousands of shares)	Holding Ratio (%)
Tosoh Corporation	20,379	44.28
The Master Trust Bank of Japan, Ltd. (Trust Account)	4,592	9.98
Custody Bank of Japan, Ltd. (Trust Account)	1,755	3.81
KBC BANK NV – UCITS CLIENTS NON TREATY	1,111	2.42
THE BANK OF NEW YORK MELLON 140044	732	1.59
NORTHERN TRUST CO.(AVFC) RE NON TREATY CLIENTS ACCOUNT	717	1.56
STATE STREET BANK AND TRUST COMPANY 505001	643	1.40
Mizuho Bank, Ltd.	464	1.01
RBC IST 15 PCT LENDING ACCOUNT - CLIENT ACCOUNT	371	0.81
JP MORGAN CHASE BANK 385781	368	0.80

* The treasury shares (339 thousand shares) are excluded in the calculation of the holding ratio shown above.

Shareholder Composition

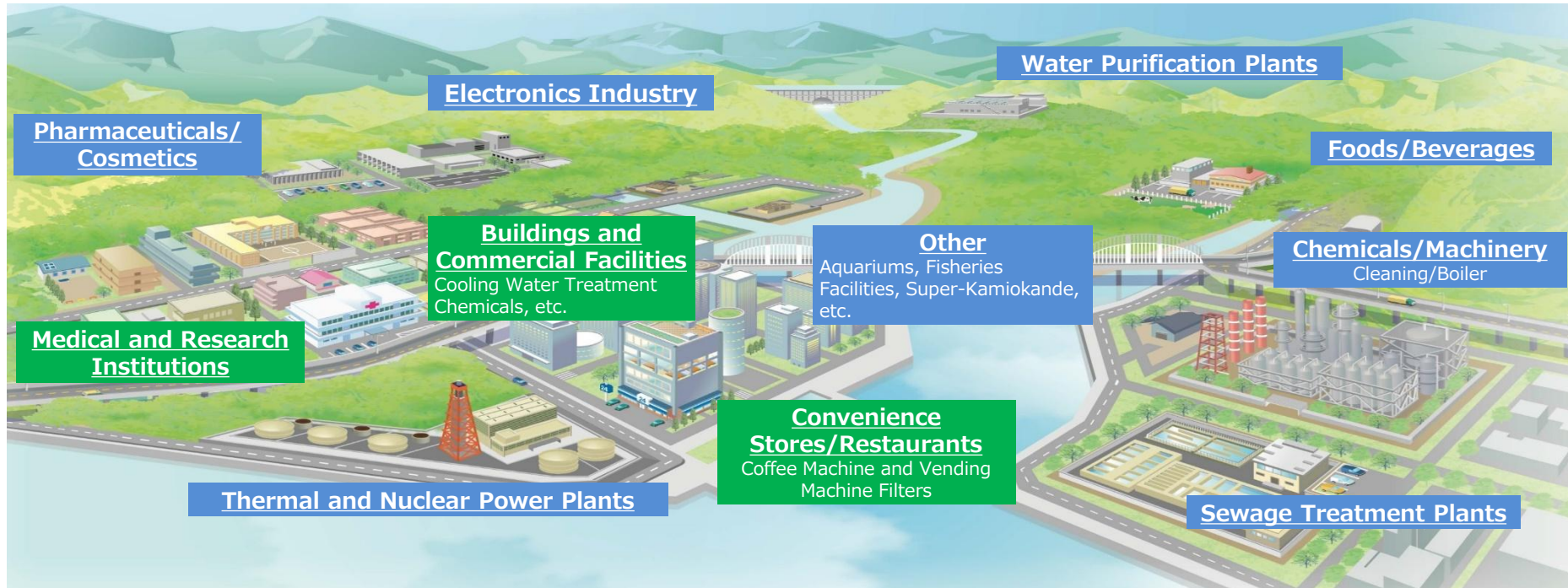
- Total number of authorized shares: 101,568 thousand shares
- Total number of issued shares: 46,359 thousand shares (including treasury shares of 339 thousand shares)
- Number of shareholders: 12,177 shareholders



● Relationship with parent company

We have maintained a relationship with our parent company Tosoh Corporation since accepting capital participation in 1955. The business relationship between Organo and Tosoh includes the purchase of some raw materials and sale of water treatment facilities, chemicals, and other products. However the level of dependence is negligible, and clear segregation is maintained in terms of the products sold by both companies and their business partners. Therefore Organo recognizes that as a listed company, it has secured a certain degree of management independence in its business activities and management decisions. In addition, in order to monitor and supervise issues regarding conflicts of interest between the parent company group and minority shareholders, Organo has established a Special Committee composed only of Independent Outside Directors. Since the 78th Ordinary General Meeting of Shareholders held in June 2023, Independent Outside Directors have also composed a majority of the Board of Directors.

Organo's Water Treatment Technologies that Support Industry and Daily Life

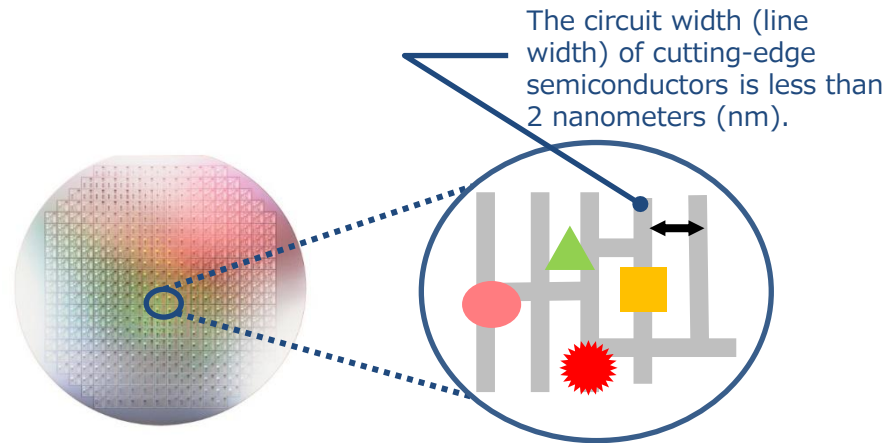


Water Treatment Engineering Unit			Performance Products Business Unit		
<p><u>Electronics Industry</u></p> <p>Semiconductors, panels, electronic parts, etc.</p>	<p><u>General Industry</u></p> <p>Pharmaceuticals and cosmetics, foods and beverages, Mechanical and Chemical uses, etc.</p>	<p><u>Social Infrastructure</u></p> <p>Thermal and nuclear power plants, water supply and sewage</p>	<p><u>Water Treatment Chemicals</u></p> <p>Various manufacturing industries, buildings and commercial facilities</p>	<p><u>Standard Equipment and Filters</u></p> <p>Medical and research institutions, convenience stores/restaurants</p>	<p><u>Food Products</u></p> <p>Food/beverages, nursing care, food/health food</p>

Semiconductors and Water

Of the many processes required in the semiconductor manufacturing operations, the cleaning process is said to account for about 30%.
 Ultrapure water is used in the cleaning process, which is repeated before and after wafer fabrication, film deposition, etching, resist, etc.

Ultrapure water contributes to yield improvement.



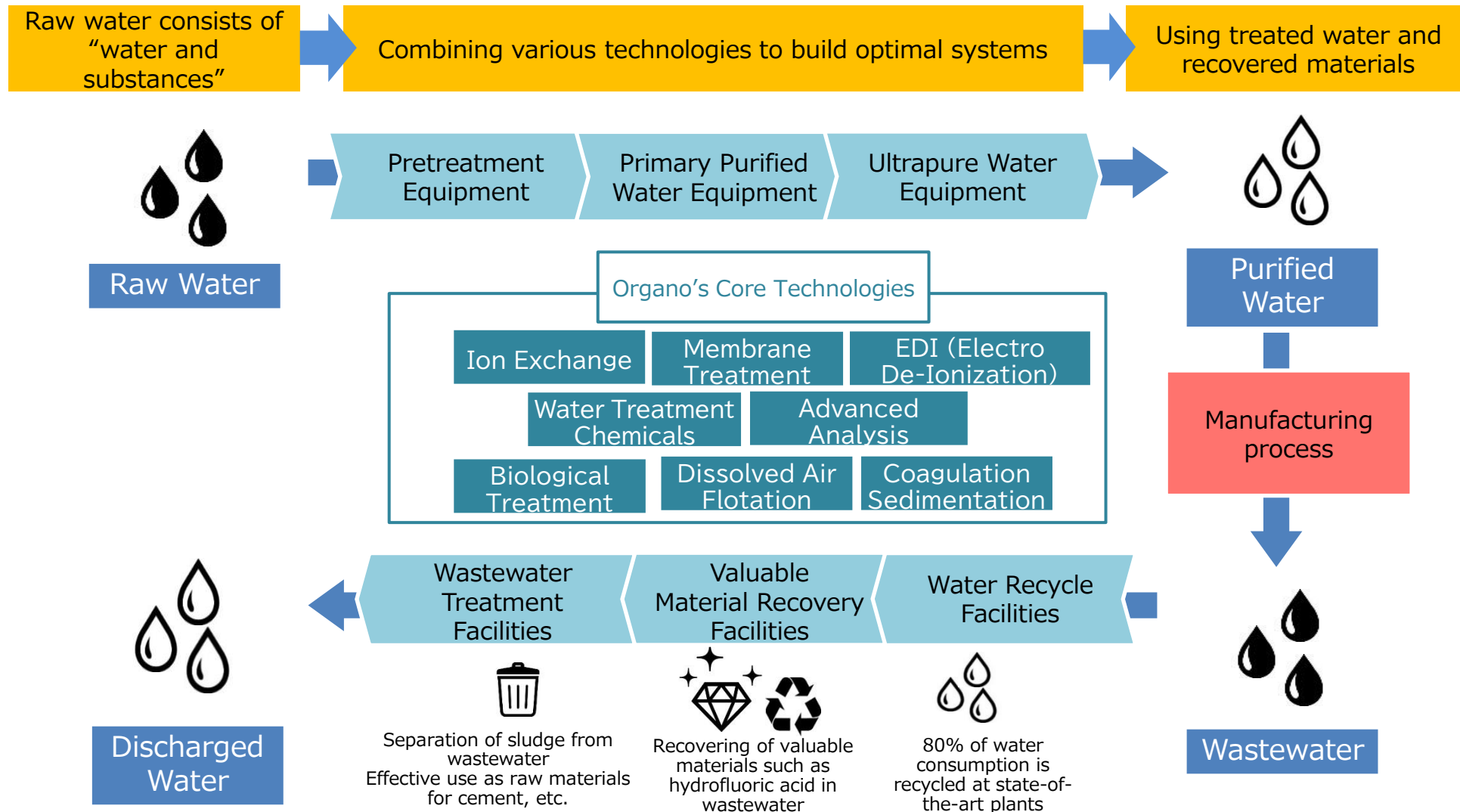
Silicon wafer

Adhesion of fine particles to circuits deteriorates the yield (good product rate).
 => Ultrapure water is used for cleaning.

What	How Much	Excellent Technology and Value
Impurity Concentration	1 ppt or less	The mass concentration is one trillionth of a trillionth. The amount of impurities dissolved in ultrapure water in an Olympic 50-m swimming pool (2,500 m ³) is equivalent to a teaspoon (2.5 mg) of an earpick.
Volume of Water Produced	1,000 ton/hour	Large-capacity high-performance pumps and large-diameter piping are used. Filled an Olympic 50-m swimming pool (2,500 m ³) in 2.5 hours.
Water Recovery Rate	80%	Semiconductor plants use a large amount of water for cleaning and other purposes, but at cutting-edge plants, more than 80% of water is recovered and reused, utilizing technology that not only recycles water but also recovers valuables contained in wastewater.

Organo provides ultrapure water supply facilities for cleaning wafers and chips, treatment facilities to render wastewater from cleaning and other manufacturing processes harmless and reduce waste, water recycling systems, and systems to recover and recycle fluorine, rare metals, and other valuable materials from wastewater.

Water Treatment Facilities for the Electronics Industry



Contact

Website:

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

Inquiries:

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

Registering to receive the IR email newsletter:

<https://www.organo.co.jp/english/ir/mail-news/>

Released the Organo Group Report 2025

<https://www.organo.co.jp/english/ir/group-report/>

The forecasts in this document regarding business are based on information available at the time of preparation and are therefore subject to risk and uncertainty. Actual performance may differ from these projections.