



The Heart of Industry

Results of Operations for the
First Half of the Fiscal Year Ending March 31,
2022 (FY3/22)

November 12, 2021

IWAKI CO.,LTD.

Stock code: 6237

Trade name: Iwaki Pump



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I. Summary of 1H FY3/22 Financial Results

Record-high first half sales backed by strong semiconductor/liquid crystal industry investments

| | | 1H FY3/21 | 1H FY3/22 | | |
|---|---------------|-----------------------------|-----------------------------|-------------|------------|
| | | Amount (Millions of yen) | Amount (Millions of yen) | Differences | YoY change |
| Net sales | | 13,159 | 15,580 | 2,420 | +18.4% |
| Gross profit (Gross margin) | | 4,470 (34.0%) | 5,267 (33.8%) | 796 | +17.8% |
| Operating profit (Operating margin) | | 711 (5.4%) | 1,058 (6.8%) | 346 | +48.7% |
| Ordinary profit | | 935 | 1,525 | 590 | +63.1% |
| Profit attributable to owners of parent | | 1,068 | 1,191 | 122 | +11.5% |
| Net income per share (Yen) | | 48.50 | 54.36 | 5.85 | +12.1% |
| Exchange rate (average) | USD/JPY (Yen) | 108.25 | 107.82 | | |
| | EUR/JPY (Yen) | 119.34 | 129.88 | | |

1 Sales: Record-high 1H sales of ¥3,053 million in the semiconductor/liquid crystal category

- ✓ Strong sales in all categories except medical equipment, resulting in sales growth of ¥2,420 million from one year earlier.
- ✓ 2Q semiconductor/liquid crystal category sales were a record-high ¥1,566 million.
- ✓ Only medical equipment category sales were down, the result of lower customers' production of equipment due to the semiconductor shortage.
- ✓ Iwaki Nordic Group (ING) contributed ¥648 million to 1H FY3/22 sales (before eliminations for consolidation)
- ✓ Large volume of orders, mainly in the semiconductor/liquid crystal category. Concerns about negative effects of tight supplies of resin for pneumatic drive pump components and of the difficulty of purchasing some parts due to overseas supply chain problems due to the pandemic.

2 Operating profit: Higher cost of sales and SG&A expenses due to consolidation adjustments, resulting in an increase of ¥346 million

- ✓ As in the 1Q, differences in fiscal periods of consolidated subsidiaries had an effect on consolidation adjustments. Gross profit increased 17.8% (¥796 million) to ¥5,267 million.
- ✓ SG&A expenses
 - Expenses increased ¥287 million due to inclusion of ING in income statements.
 - Expenses increased ¥41 million for ING goodwill amortization.
 - R&D expenses increased ¥87 million.
 - Expenses increased ¥30 million for exports/imports.Total SG&A expenses increased ¥449 million due to the above factors.

3 Profit attributable to owners of parent: Equity-method profit increased but extraordinary income was not as much as the previous fiscal year.

- ✓ Sales were higher in the semiconductor/liquid crystal market mainly in South Korea, Taiwan, Shanghai and Hong Kong.
- ✓ FY3/21 extraordinary income for a gain of ¥347 million due to the step acquisition of ING.

3 1H FY3/22 Major Effects of the COVID-19 Pandemic

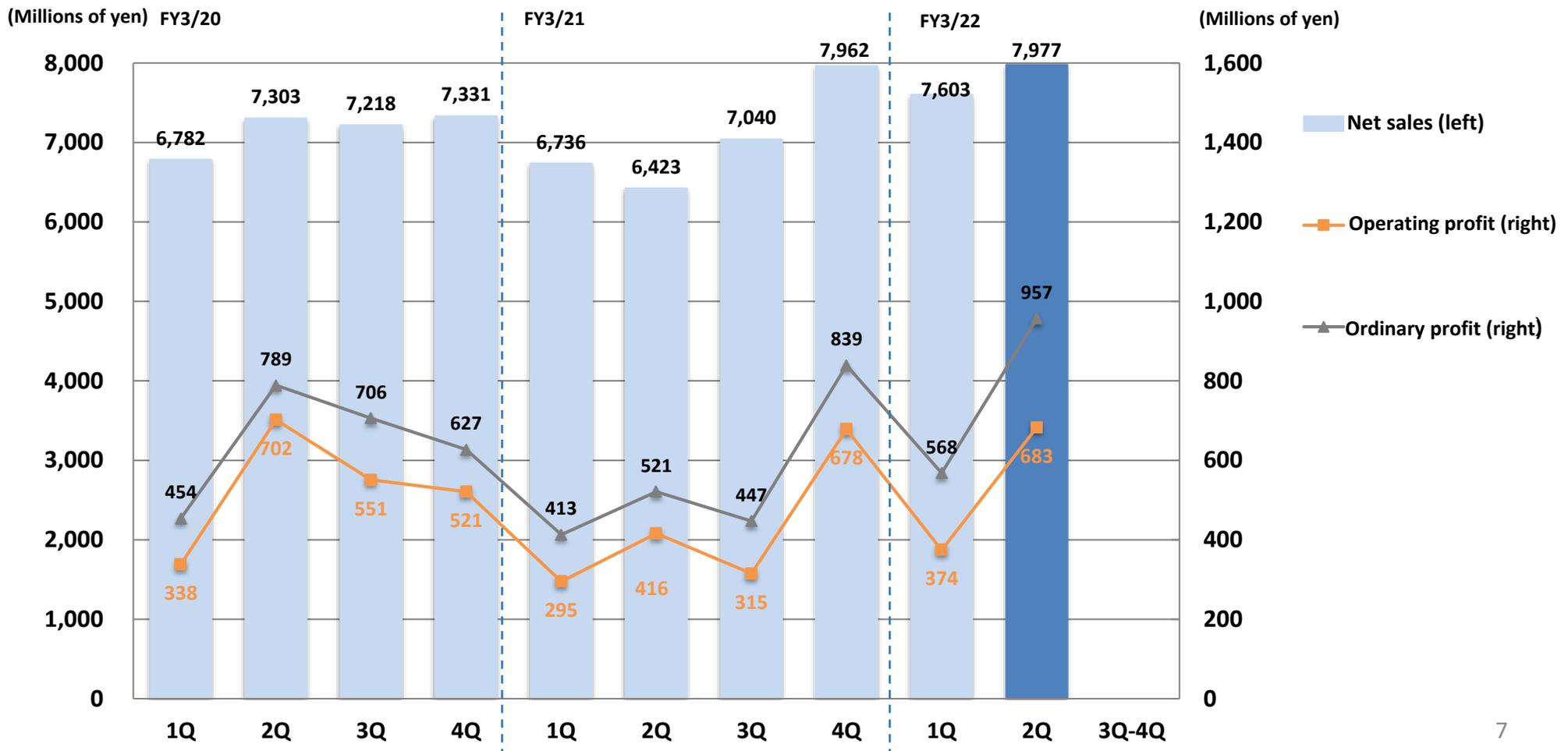
Increasing concerns caused by logistics turmoil and about upcoming effects of supply chain problems

| | | Sales activities (including maintenance services) | Manufacturing and procurement activities | Results of operations | Pandemic events | Major Iwaki actions |
|----------|----|--|---|--|--|--|
| Japan | 1Q | No effect on sales activities | No effect on manufacturing activities No negative effect involving procurement activities on manufacturing | <ul style="list-style-type: none"> Visits to users for medical equipment maintenance and other tasks restarted but restrictions continued due to the state of emergency | <ul style="list-style-type: none"> The third declaration of state of emergency | <ul style="list-style-type: none"> Started using telework Staggered working hours/Employee rotations for office work Social distancing for business activities Rigorous health management program |
| | 2Q | Restrictions on visiting customers | No effect on manufacturing activities Concerns about purchasing parts due to SE Asia lockdowns | <ul style="list-style-type: none"> Large volume of orders Pandemic impact continued, including restrictions on visiting customers, delays in some projects and other issues | <ul style="list-style-type: none"> The fourth declaration of state of emergency | |
| Overseas | 1Q | No effect on sales activities Restrictions on visiting customers | No effect on manufacturing activities No negative effect involving procurement activities on manufacturing | <ul style="list-style-type: none"> Resumption of sales involving projector cooling, a sector where shipments were suspended Continuation of global logistics turmoil, mainly for shipments to the U.S. Orders down because of the Malaysia lockdown | <ul style="list-style-type: none"> Restrictions eased due to progress with vaccinations Lockdown continues as COVID-19 cases increase in Malaysia | <ul style="list-style-type: none"> Started using telework Employee rotations for office work Social distancing for business activities Rigorous health management program COVID-19 preventive measures based on guidelines of countries and regions |
| | 2Q | | No effect on manufacturing activities Higher cost of cargo transportation due to the container shortage | <ul style="list-style-type: none"> Steady volume of orders, mainly in the U.S. and Europe Further deterioration of logistics for overseas shipments Slow recovery after end of the Malaysia lockdown | | |

*Red indicates negative effects

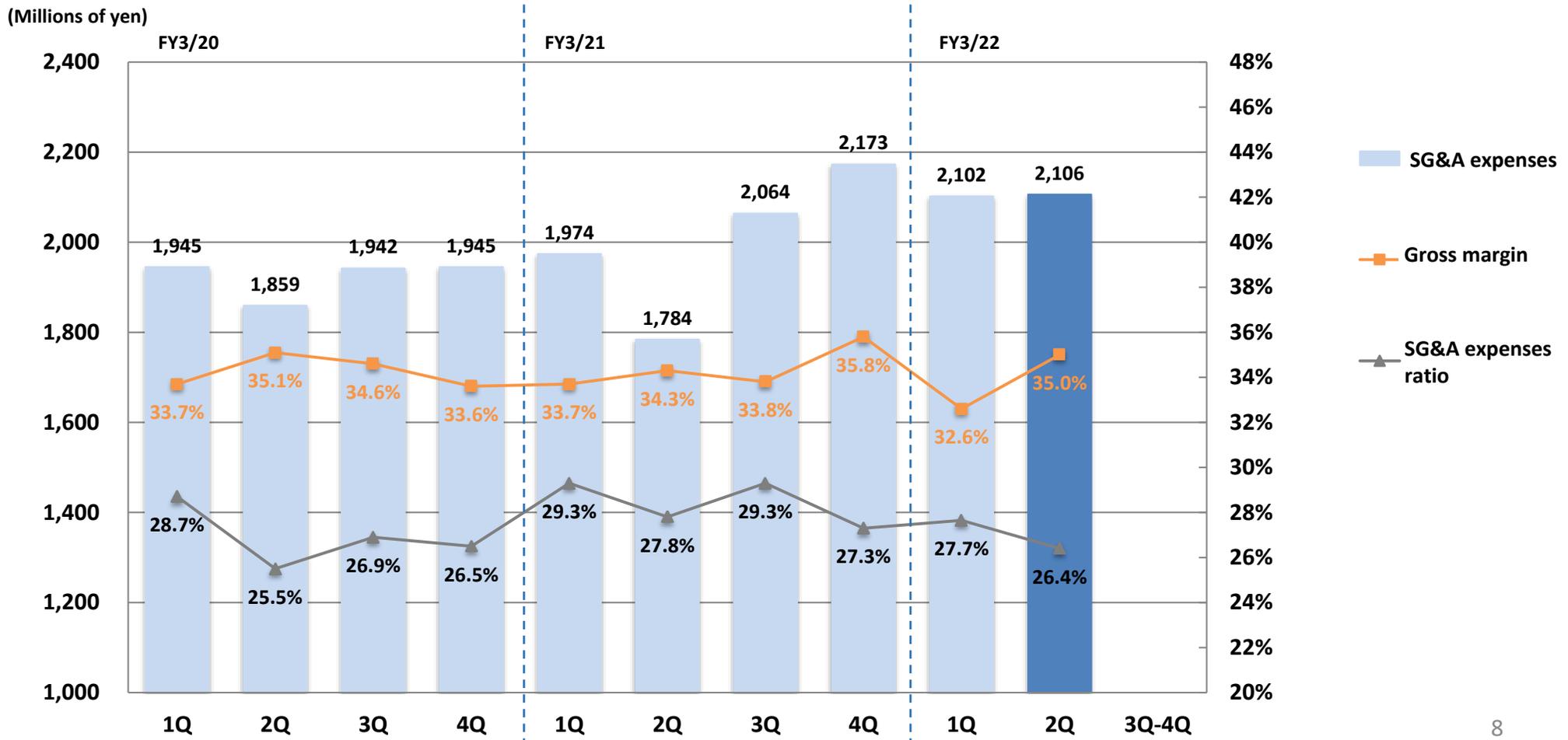
4 Net Sales and Operating Profit (Quarterly)

Sales are higher than before the pandemic and reached an all-time 2Q high. Semiconductor/liquid crystal 2Q sales were higher than in the 1Q and total 2Q sales were higher than in FY3/21 4Q.



The 1Q gross margin was low due to consolidation adjustments caused by differences in consolidated subsidiary financial periods.

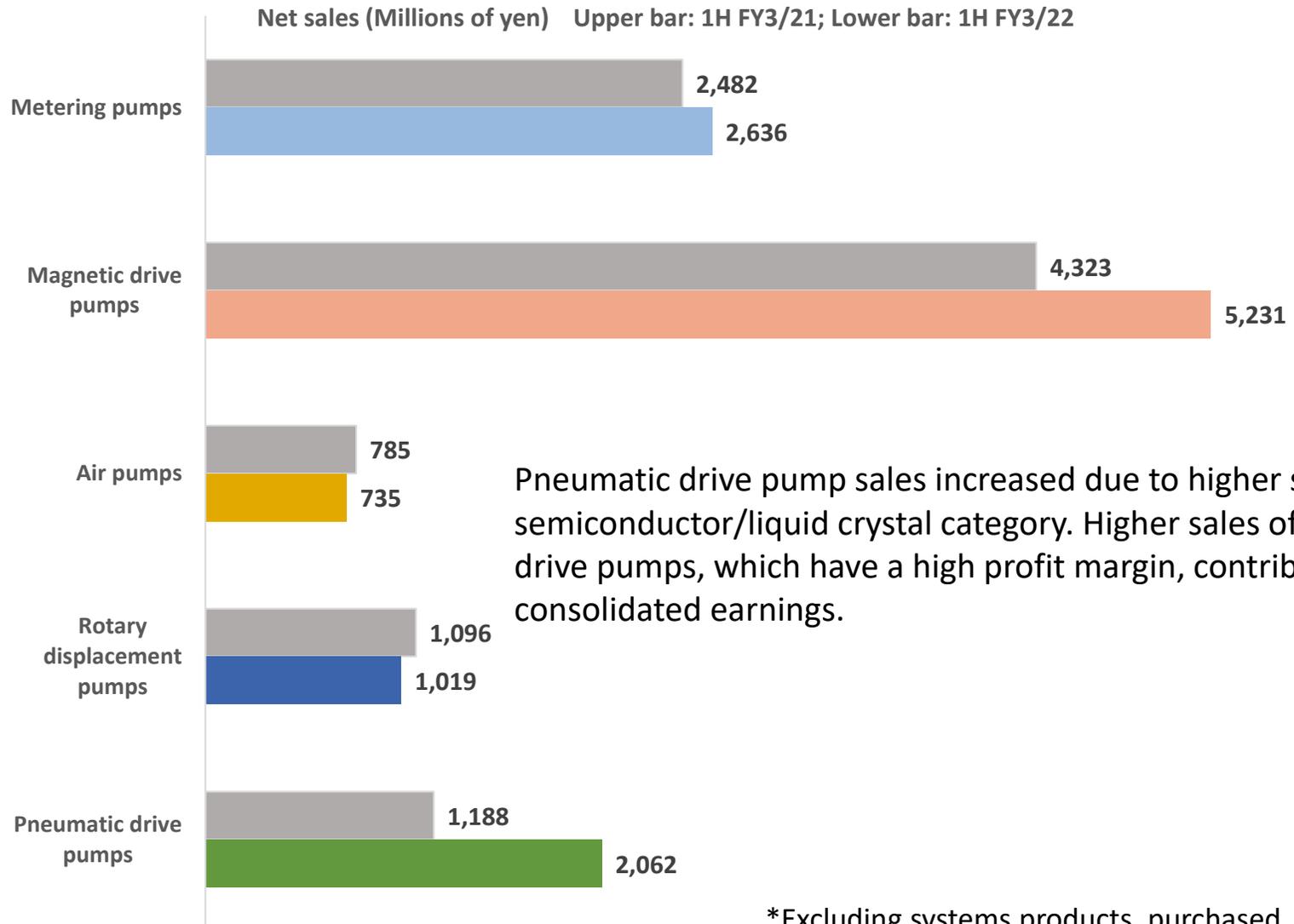
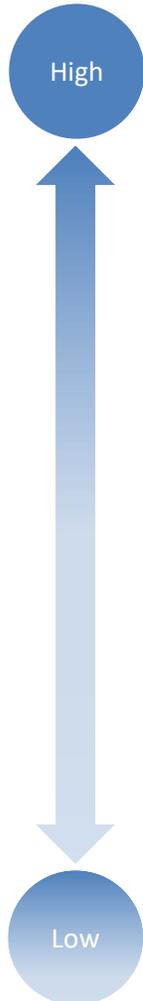
The 2Q gross margin recovered as magnetic drive pump sales increased, although pneumatic drive pump sales were down.



| Sold in many markets | Major pump applications | Magnetic drive pumps  | Metering pumps  | Pneumatic drive pump  | Rotary displacement pumps  | Air pumps  | Systems products  |
|------------------------------|---|--|---|--|---|---|--|
| Semiconductor/liquid crystal | Semiconductor production equipment, etc. | ● | ○ | ● | | | ○ |
| Medical equipment | Dialysis equipment and clinical trial equipment, etc. | ○ | ○ | | ● | ● | ○ |
| Surface treatment equipment | Printed circuit board manufacturing equipment, electronic component manufacturing, etc. | ● | ○ | | | | ○ |
| Chemicals | Liquid chemical manufacturing, etc. | ● | ○ | | ○ | | ○ |
| Water treatment | Water purification plant, wastewater treatment, cooling towers, etc. | ○ | ● | | ○ | ○ | ○ |
| New energy | Renewable energy, rechargeable battery production, etc. | ○ | ○ | | ● | | ○ |
| Others (Food, paper, others) | Food cleansing, cooling applications, etc. | ○ | ○ | | ● | ○ | ○ |

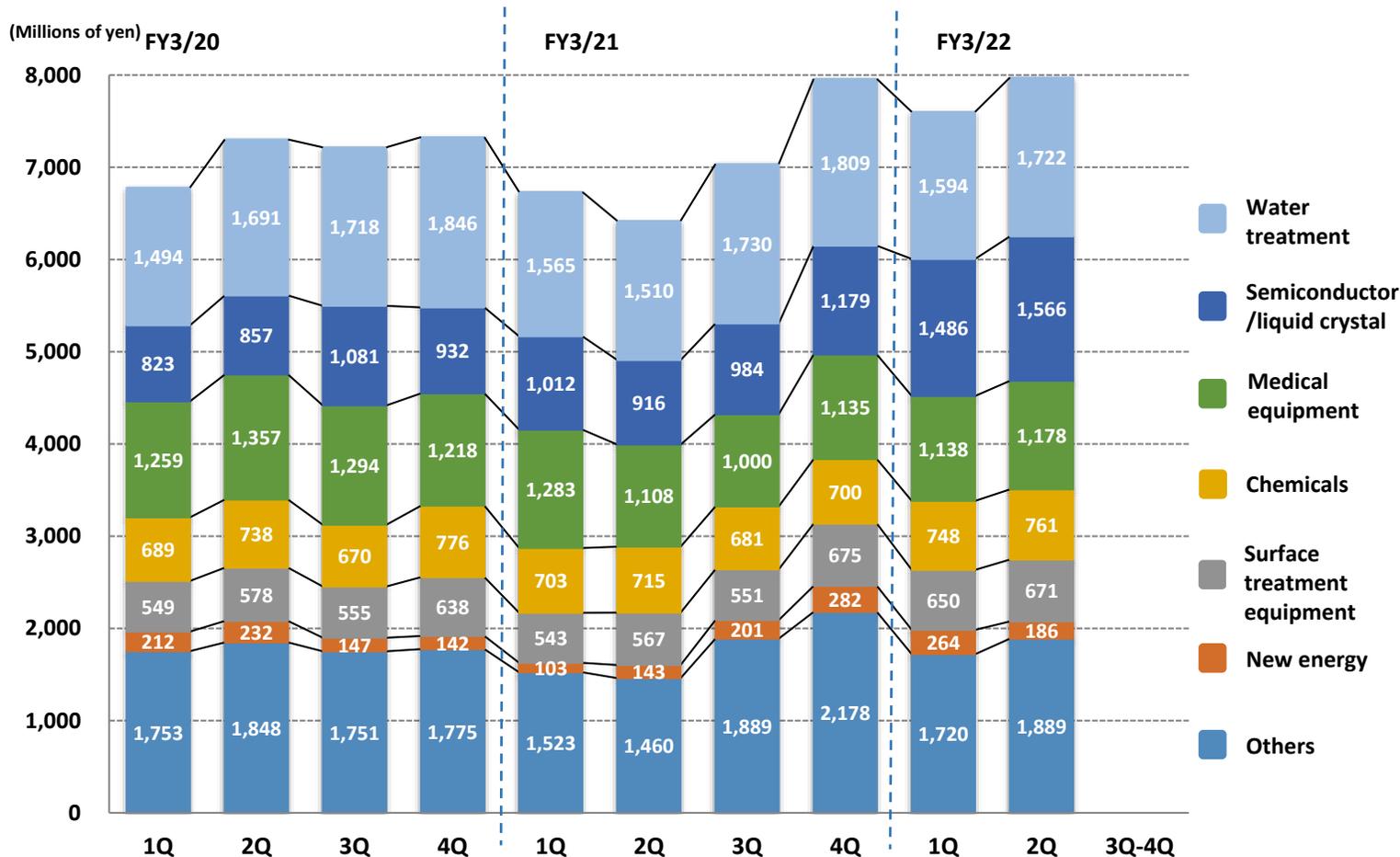
* A filled circle means major pumps in each market.

Profitability



*Excluding systems products, purchased products and other

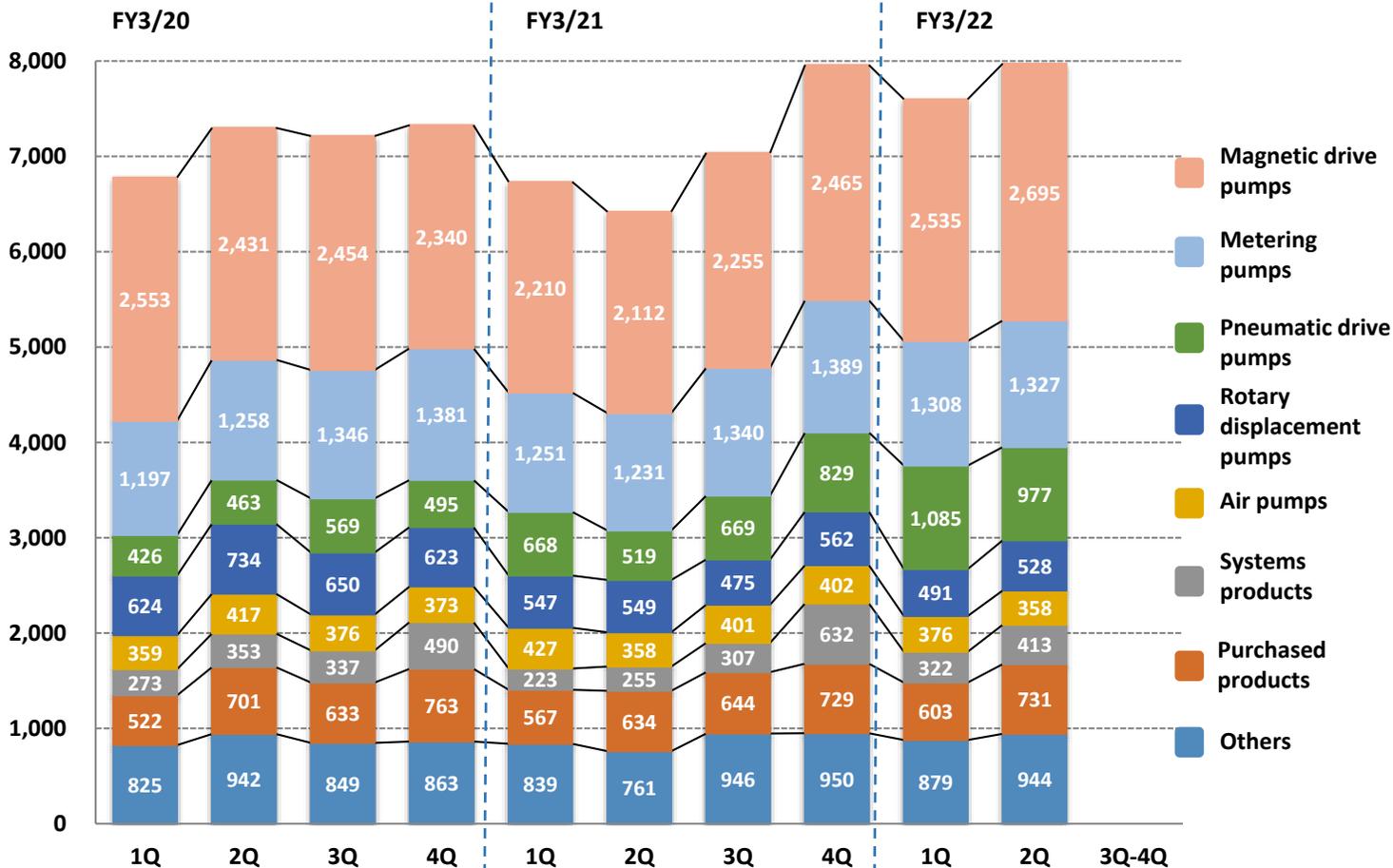
In the semiconductor/liquid crystal category, strong sales to semiconductor production machinery companies in Japan and other countries. In the medical equipment category, demand is recovering, mainly in Japan for clinical trial equipment. However, total sales were down in this category as the overseas semiconductor shortage forced customers to reduce output of medical equipment. Demand is expected to recover when semiconductor supplies increase.



| 1H FY3/22 sales (Millions of yen) | YoY change (Millions of yen) | YoY change (%) |
|-----------------------------------|------------------------------|----------------|
| 3,316 | 240 | +7.8% |
| 3,053 | 1,124 | +58.3% |
| 2,317 | -75 | -3.1% |
| 1,510 | 91 | +6.4% |
| 1,321 | 210 | +19.0% |
| 451 | 204 | +82.5% |
| 3,609 | 625 | +20.9% |

Big increase in pneumatic drive pumps in the semiconductor/liquid crystal market.
Growth in sales of core magnetic drive pumps for the semiconductor/liquid crystal market.

(Millions of yen)

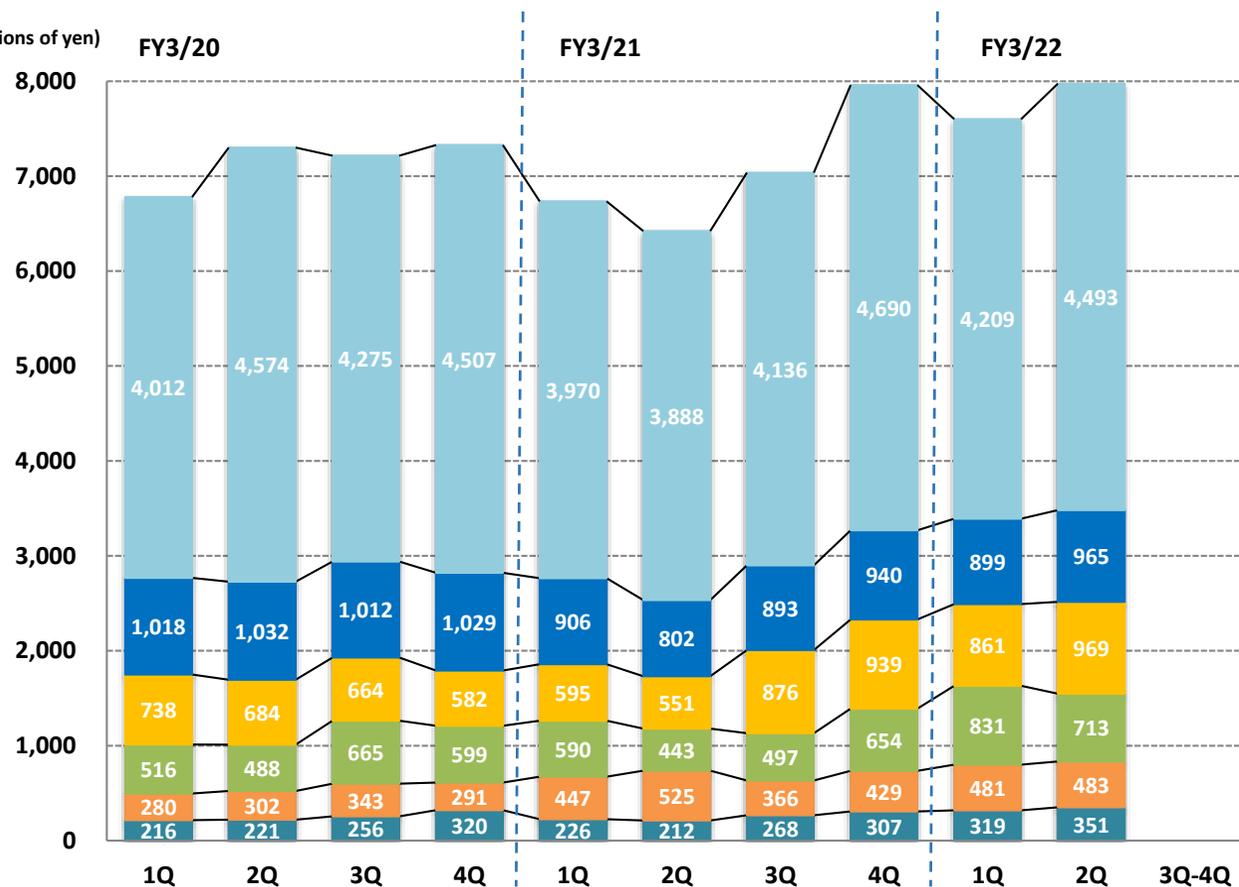


| 1H FY3/22 sales (Millions of yen) | YoY change (Millions of yen) | YoY change (%) |
|-----------------------------------|------------------------------|----------------|
| 5,231 | 908 | +21.0% |
| 2,636 | 153 | +6.2% |
| 2,062 | 874 | +73.6% |
| 1,019 | -77 | -7.0% |
| 735 | -49 | -6.4% |
| 735 | 256 | +53.5% |
| 1,334 | 133 | +11.1% |
| 1,824 | 222 | +13.9% |

Semiconductor/liquid crystal drives sales growth with strength in Japan and other countries.

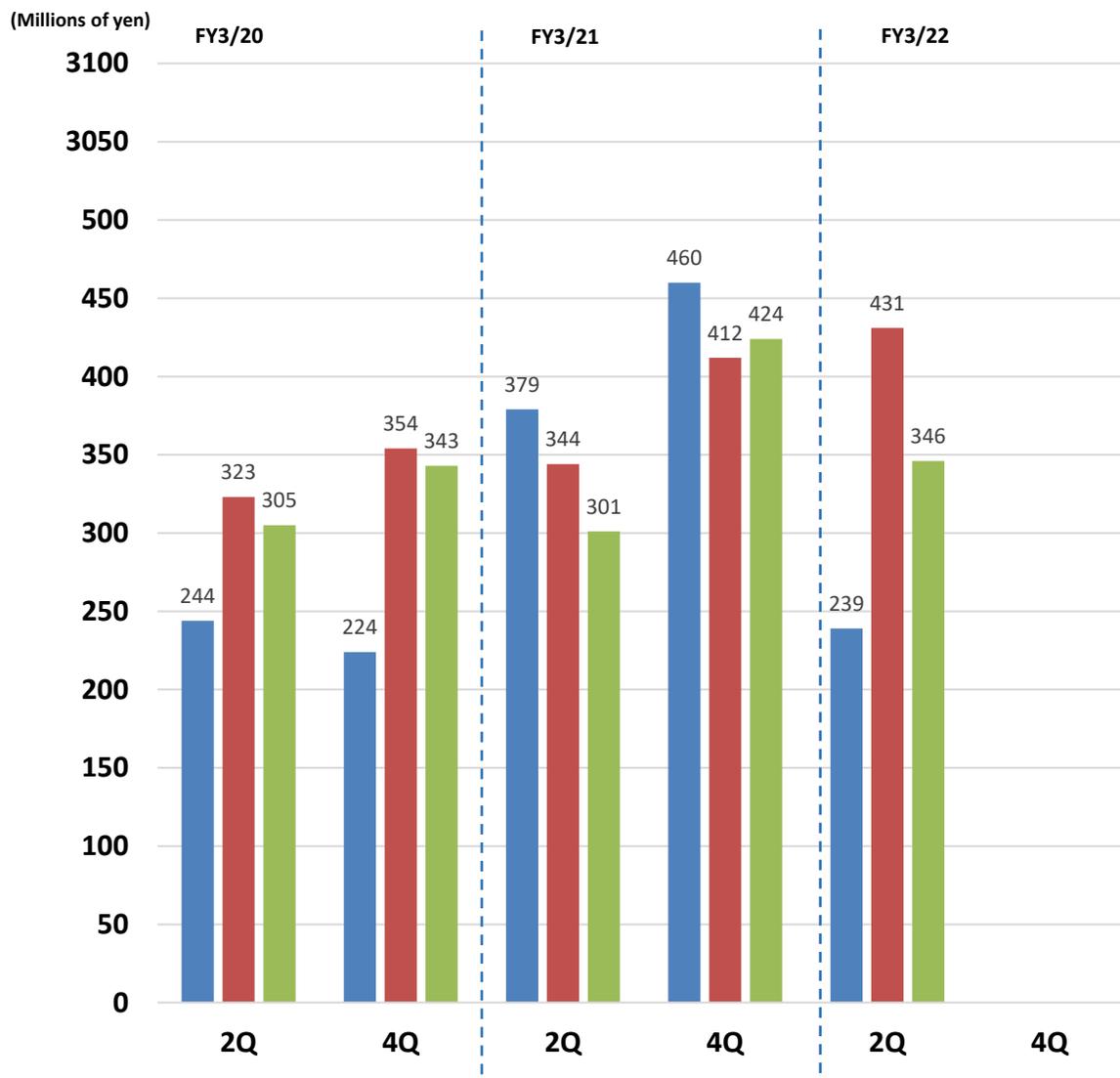
Orders recovering in the U.S., mainly in the water treatment category. In Europe too, sales (excluding the contribution of ING) are recovering.

(Millions of yen)



Overseas total
(Overseas sales ratio)

| 1H FY3/22 sales (Millions of yen) | YoY change (Millions of yen) | YoY change (%) |
|--------------------------------------|---------------------------------|----------------|
| 8,703 | 844 | +10.7% |
| 1,864 | 155 | +9.1% |
| 1,831 | 684 | +59.7% |
| 1,545 | 511 | +49.4% |
| 964 | -7 | -0.8% |
| 671 | 232 | +53.0% |
| 6,877 (44.1%) | 1,576 | +29.7% |



| | 1H FY3/22 sales (Millions of yen) | YoY change |
|------------------------|--------------------------------------|---------------|
| ■ Capital expenditures | 239 | -139 |
| ■ R&D expenses | 431 | +87 |
| ■ Depreciation | 346 | +45 |

II. Outlook for FY3/22

Forecast a big sales increase despite concerns about some procurement activities and the container shortage

| | | FY3/21 | FY3/22 (Revised forecast) *Announced on Oct. 15, 2021 | | | Reference: FY3/22 (Initial forecast) |
|--|---------------|-----------------------------|---|-------------|------------|---|
| | | Amount (Millions of yen) | Amount (Millions of yen) | Differences | YoY change | Amount (Millions of yen) |
| Net sales | | 28,162 | 31,459 | 3,296 | +11.7% | 30,297 |
| Gross profit (Gross margin) | | 9,703 (34.5%) | 10,598 (33.7%) | 895 | +9.2% | 10,364 (34.2%) |
| Operating profit (Operating margin) | | 1,706 (6.1%) | 1,836 (5.8%) | 130 | +7.6% | 1,752 (5.8%) |
| Ordinary profit | | 2,222 | 2,634 | 412 | +18.6% | 2,243 |
| Profit attributable to owners of parent | | 2,091 | 2,072 | -18 | -0.9% | 1,831 |
| Net income per share (Yen) | | 94.90 | 94.60 | -0.3 | -0.3% | 83.78 |
| Return on equity (ROE) | | 9.7% | 9.2% | - | (-0.5pt) | 8.2% |
| Exchange rate (average) | USD/JPY (Yen) | 106.77 | (2H estimates) 110.00 | | | (Estimates) 104.00 |
| | EUR/JPY (Yen) | 121.88 | (2H estimates) 130.00 | | | (Estimates) 125.00 |

1 Sales: Forecast slower 2H sales growth due to parts shortages and other concerns

- ✓ Concerns about effects of tight supplies of resin for pneumatic drive pump components and difficulty in purchasing some parts caused by pandemic-related overseas supply chain problems
- ✓ Concerns about delivery delays overseas, mainly to U.S. customers, because of the container shortage
- ✓ Orders are currently very strong; expect slower 2H sales growth but FY3/22 sales to exceed the original forecast

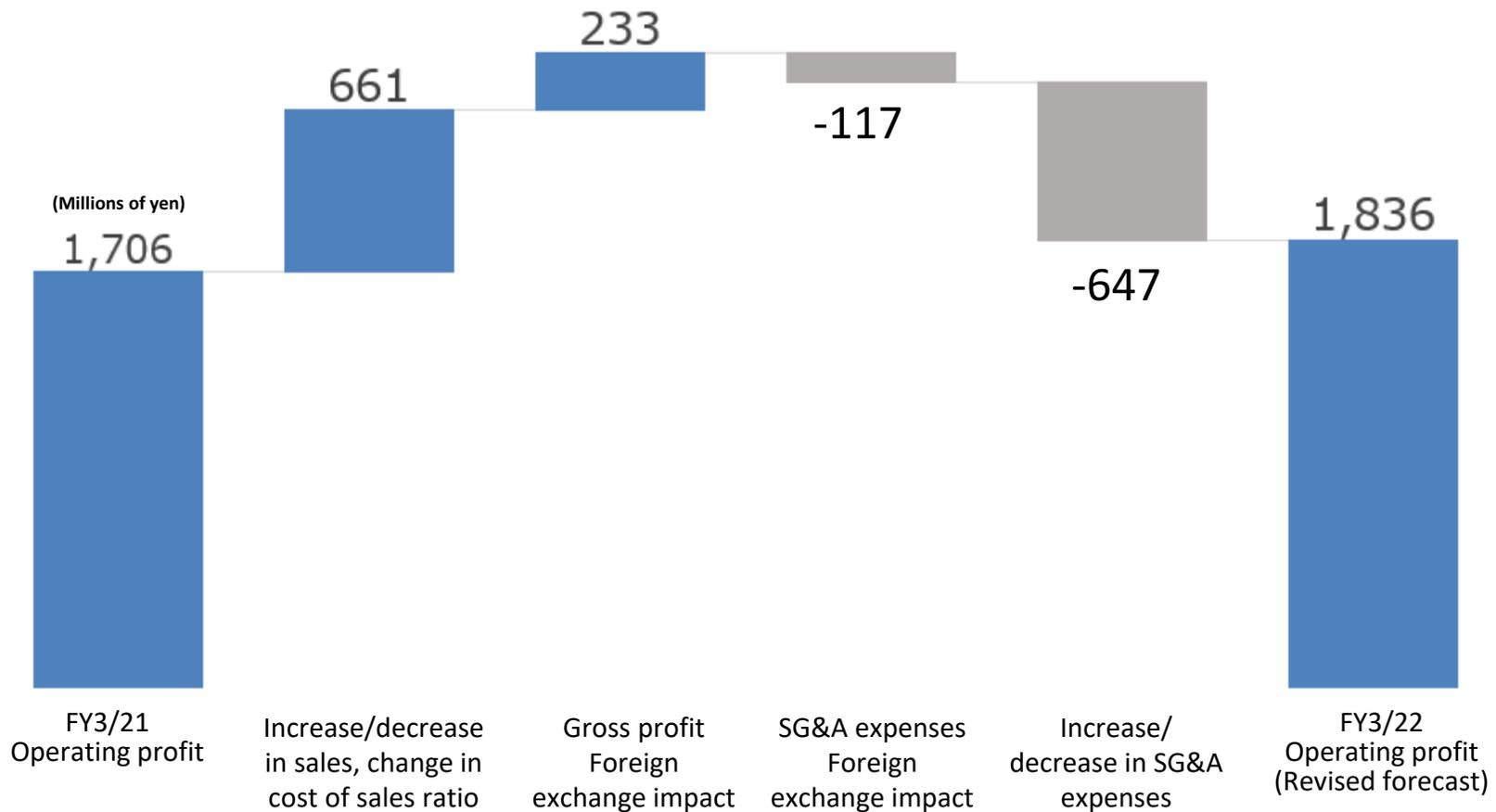
2 Operating profit: Forecast ¥130 million increase as production, shipping, parts and other expenses increase

- ✓ Manufacturing expenses (cost of sales) expected to increase mainly due to higher cost of procurement of manufacturing materials, logistics and rebuilding the manufacturing system
- ✓ Forecast higher SG&A expenses because of higher R&D and cargo transport expenses
- ✓ Different length of consolidation of ING in FY3/21 and FY3/22
FY3/21: Consolidated in 3Q-4Q
FY3/22: Consolidated in all four quarters

3 Profit attributable to owners of parent: Forecast a decrease despite the continuation of growth in equity-method profit

- ✓ Equity-method profit expected to be high as in the 1H
- ✓ Lower extraordinary income due to the ¥381 million gain involving the step acquisition of ING in FY3/21
- ✓ Increase in income taxes due to difference in FY3/21 tax rate and estimated FY3/22 tax rate

| Effect of ¥1 exchange rate change | USD | EUR |
|-----------------------------------|----------------|----------------|
| Net sales | 51 million yen | 27 million yen |
| Operating profit | 16 million yen | 11 million yen |



Anticipate generally favorable market conditions, but possible negative effects of customers' difficulty procuring parts

Priority markets targeted for growth

| | Japan | Overseas |
|--------------------------------------|---|---|
| Water treatment market | <ul style="list-style-type: none"> • Rising demand for remote control units as people work at home • Growth of plant factories for food safety • Growth due to restart of projects delayed by COVID-19 and other reasons | <ul style="list-style-type: none"> • Strong sales of equipment and systems using water treatment membranes • Firm demand for disinfection applications |
| Medical equipment market | <ul style="list-style-type: none"> • Recovery in the clinical trial equipment sector (immunology analyzers and biochemical analyzers) following last year's downturn is gaining momentum • Recovery in pump replacement demand for endoscope sterilization equipment from the 2Q • Recovery in maintenance/replacement demand in the dialysis equipment sector | <ul style="list-style-type: none"> • Slow sales in China of pumps for clinical trial equipment sector (immunology analyzers and biochemical analyzers) as companies continue to reduce output because of difficulties in procuring electronic components as in 1H |
| New energy market | <ul style="list-style-type: none"> • Soft demand in the rechargeable battery market • Recovery in some demand for household fuel cell production recovered due to start of projects | <ul style="list-style-type: none"> • Firm demand in Asia as companies resume rechargeable battery investments |
| Semiconductor/ liquid crystal market | <ul style="list-style-type: none"> • Strong demand for pumps used by semiconductor/liquid crystal production equipment manufacturers | <ul style="list-style-type: none"> • Consistently high level of capital expenditures involving memory devices and foundries |
| Chemicals market | <ul style="list-style-type: none"> • Firm demand related to development of value-added products • Rising demand resulting from resin recycling due to environmental restrictions and other reasons | <ul style="list-style-type: none"> • Substantial investments in Europe and Asia by manufacturers of rechargeable battery materials |
| Surface treatment equipment market | <ul style="list-style-type: none"> • Increasing demand for value-added electronic components for 5G, IoT and other applications • Sluggish sales for automotive devices as the semiconductor shortage holds down automobile sales | <ul style="list-style-type: none"> • Worldwide increase in demand for electronic components used in automotive and ICT applications • Anticipate a large volume of capital expenditures involving package substrates |

*Red indicates negative outlooks

5 FY3/22 Market Category Sales Revised Forecast

Big increase mainly in semiconductor/liquid crystal sales forecast because orders are well above the initial forecast

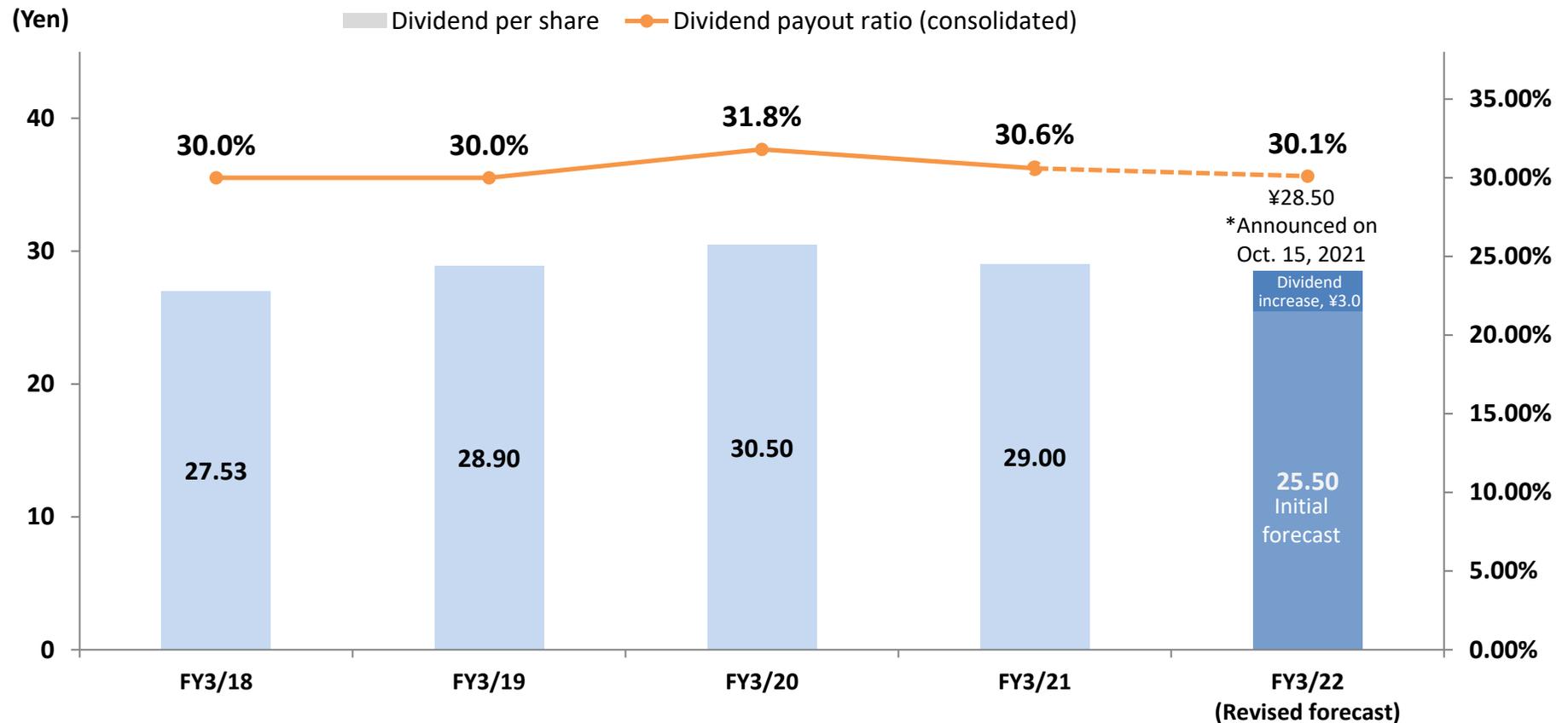
| | FY3/22 Initial forecast (Millions of yen) | FY3/22 Revised forecast (Millions of yen) | Differences | YoY change | Reference: 1H FY3/22 Results (Millions of yen) |
|----------------------------------|---|---|--------------|--------------|--|
| Water treatment | 6,962 | 7,120 | 157 | +2.3% | 3,316 |
| Semiconductor/ liquid crystal | 4,331 | 5,343 | 1,011 | +23.3% | 3,053 |
| Medical equipment | 4,556 | 4,587 | 31 | +0.7% | 2,317 |
| Chemicals | 3,204 | 3,165 | -38 | -1.2% | 1,510 |
| Surface treatment equipment | 2,492 | 2,605 | 112 | +4.5% | 1,321 |
| New energy | 644 | 751 | 107 | +16.6% | 451 |
| Others | 8,104 | 7,885 | -219 | -2.7% | 3,609 |
| Total | 30,297 | 31,459 | 1,162 | +3.8% | 15,580 |

Based on market forecast revisions, revised the growth forecasts for magnetic drive and pneumatic drive pumps associated with growing market categories

| | FY3/22 Initial forecast (Millions of yen) | FY3/22 Revised forecast (Millions of yen) | Differences | YoY change | Reference: 1H FY3/22 Results (Millions of yen) |
|---------------------------|--|--|--------------------|-------------------|---|
| Magnetic drive pumps | 9,918 | 10,477 | 558 | +5.6% | 5,231 |
| Metering pumps | 5,715 | 5,642 | -72 | -1.3% | 2,636 |
| Pneumatic drive pumps | 2,984 | 3,578 | 594 | +19.9% | 2,062 |
| Rotary displacement pumps | 2,305 | 2,193 | -111 | -4.8% | 1,019 |
| Air pumps | 1,795 | 1,654 | -141 | -7.9% | 735 |
| Systems products | 1,260 | 1,457 | 197 | +15.6% | 735 |
| Purchased products | 2,683 | 2,712 | 28 | +1.1% | 1,334 |
| Others | 3,634 | 3,744 | 109 | +3.0% | 1,824 |
| Total | 30,297 | 31,459 | 1,162 | +3.8% | 15,580 |

Basic policy

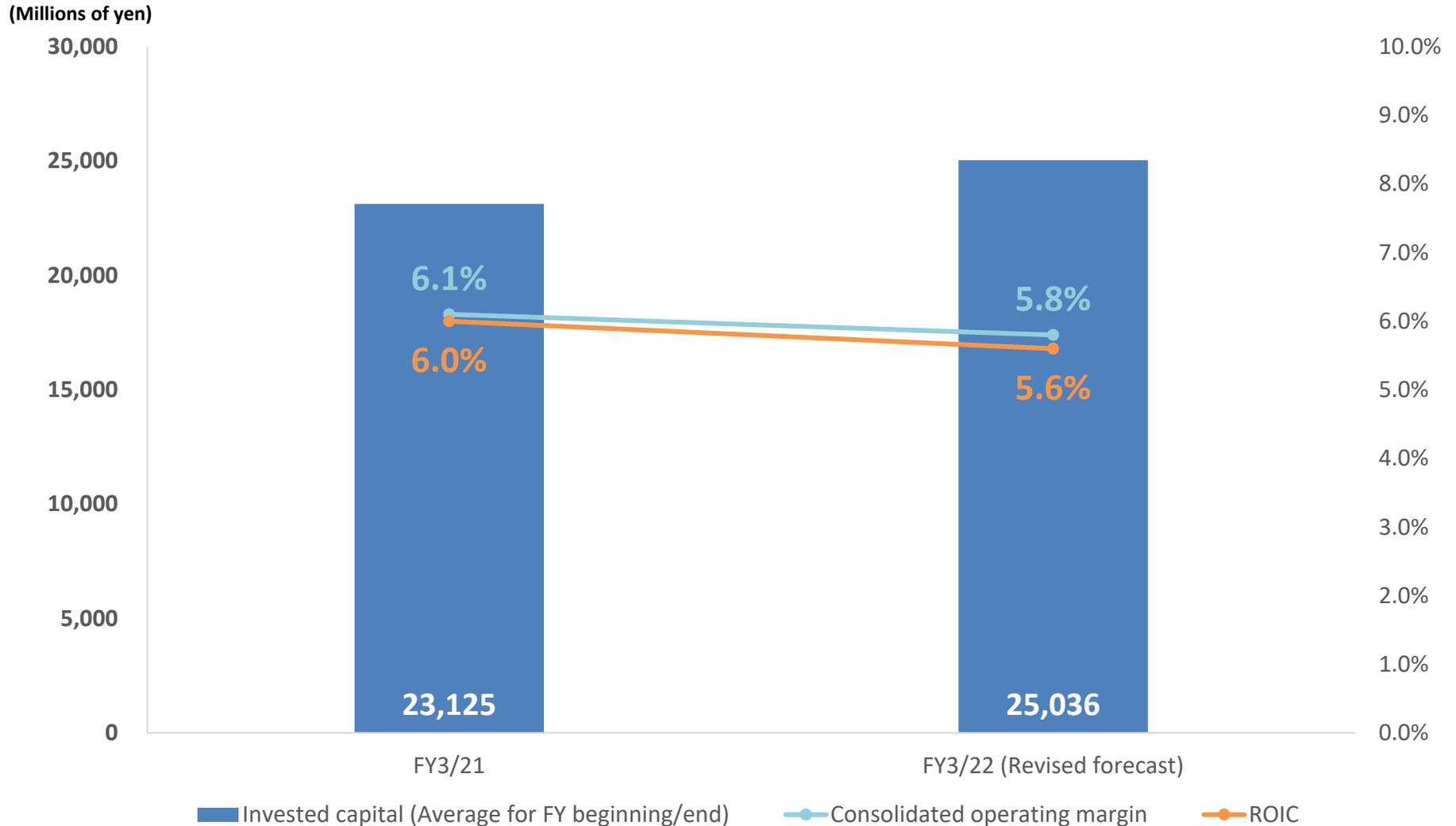
- Dividend payout ratio: more than 30%
- Steady distribution of dividends



Note: Dividends for FY3/18 are adjusted (with fractions after the hundredths place dropped) to reflect the 3-for-1 common stock split on July 1, 2018.

8 Return on Invested Capital (ROIC)

The goal is more growth of corporate value by using the ROIC as a key performance metric

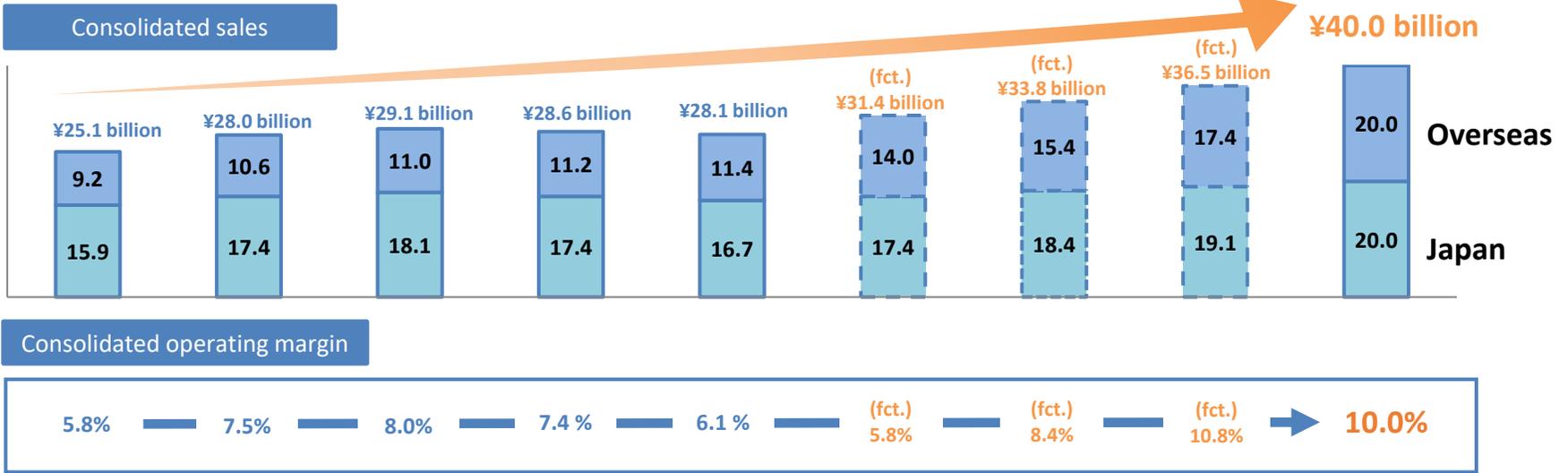


III. Medium-term Management Plan Business Development and Growth

1 Overview of the 10-Year Vision



Numerical targets



Qualitative targets

To supply the world's best products as All Iwaki

– We will work together to supply the world's best products, quality, value, and services –

“Change & Challenge” is our stance for accomplishing this goal

– We will firmly establish a corporate culture of never being afraid of change and new challenges –

**A growth strategy for increasing corporate value
as a company capable of sustained growth**

Key themes and goals of the business development and growth phase

**Themes for reaching the numerical targets
of the 10-year vision**

- 1) Rebuild the manufacturing system**
- 2) Improve accuracy of production and sales plans**
- 3) Eliminate product defects and other problems**
- 4) Improve productivity in all aspects of operations**

**Themes for management with the goal of
consistently increasing corporate value**

- 1) Drastic review of personnel systems**
- 2) Renovate core IT systems**
- 3) Fully utilize the IoT**
- 4) A commitment to CSR**

Specific initiatives for reaching the numerical targets of the 10-year vision

| Key goals | Major activities | Current progress | Upcoming actions |
|--|--|------------------|---|
| <u>Rebuild the manufacturing system</u> | <ul style="list-style-type: none"> Identify issues involving global manufacturing operations Use external warehouses for faster deliveries Consider and implement shift to outsourced logistics to specialize in manufacturing Start a project for rebuilding the manufacturing system | ○ | <ul style="list-style-type: none"> KD factory, standardization of manufacturing quality Further reduce time needed to deliver products Cost reduction |
| Improve accuracy of production and sales plans | <ul style="list-style-type: none"> Establish frameworks for customer data sharing and collaboration among different departments of Iwaki Consider improving the accuracy of the plans for process applications Reduce the volume of shipments on hold by starting a forecasting system | ▲ | <ul style="list-style-type: none"> Continue to strengthen the framework for collaboration More studies for improving accuracy of plans Overseas market surveys (limited activities now due to COVID-19) Establish plan also incorporating a department strategy |
| <u>Eliminate product defects and other problems</u> | <ul style="list-style-type: none"> Use theme-specific projects to eliminate defects Completed two of three control items Finished: Increase speed Not yet finished: Chronic defects, joint maintenance | △ | <ul style="list-style-type: none"> Continue these projects Eliminate chronic defects Rigorous measures to prevent problems from happening again |
| Improve productivity in all aspects of operations | <ul style="list-style-type: none"> Use external warehouses to open up space at factories and improve factory operations Use many types of business systems (customer management, human resources and budget management, cost calculations and robotic process automation) Use assembly robots | △ | <ul style="list-style-type: none"> More IT systems for non-core business processes Horizontal expansion of robot utilization More efficient business operations for the entire group More synergies with the residual chlorine meter business |

*Orange box: High priority goals

Evaluation of current progress
 ○: Expect to accomplish goal/Progress as planned, △: Slightly behind schedule,
 ▲: Behind schedule, ×: No progress

Management that prioritizes sustained growth of corporate value

| Key goals | Major activities | Current progress | Upcoming actions |
|--|--|------------------|---|
| Drastic review of personnel systems | <ul style="list-style-type: none"> Reviewed the system for employee performance evaluations Reviewed the salary structure and wage curve | △ | <ul style="list-style-type: none"> Establish a detailed evaluation system Shift from the current system to the new one |
| <u>Renovate core IT systems</u> | <ul style="list-style-type: none"> Completed selections of IT systems and started a project for the installation of these systems Review all business process flows to prepare for the use of the new core IT systems Examined and developed all interfaces needed to start using the new systems | ▲ | <ul style="list-style-type: none"> One year delay; plan to start the new core IT systems in FY3/24 Perform all tests needed to ensure a reliable launch of the new systems |
| Fully utilize the IoT | <ul style="list-style-type: none"> Use the IoT for the use of water treatment controllers for monitoring and management services Use robotic process automation to reduce man-hours needed for specific tasks | ▲ | <ul style="list-style-type: none"> Further develop the business model and manufacturing |
| <u>A commitment to CSR</u> | <ul style="list-style-type: none"> Supplying products in compliance with environmental laws and regulations (RoHS Directive, REACH and others) Develop environmentally responsible products (highly efficient products and others) Employee training programs Started using a carbon neutral electricity menu at the Saitama Plant Conducted many community and charitable activities (blood donations, volunteer activities, etc.) | ▲ | <ul style="list-style-type: none"> Fast actions for dealing with defensive aspects of CSR, including risk management for climate change, human rights and other items Increase investments in human resources |

*Orange box: High priority goals

Evaluation of current progress
 ○: Expect to accomplish goal/Progress as planned, △: Slightly behind schedule,
 ▲: Behind schedule, ×: No progress

| | FY3/22 (plan) | | FY3/23 (plan) | | FY3/24 (plan) | |
|---|-----------------------------|------------|-----------------------------|------------|-----------------------------|------------|
| | Amount (Millions of yen) | YoY Change | Amount (Millions of yen) | YoY Change | Amount (Millions of yen) | YoY Change |
| Net sales | 31,459 | +11.7% | 33,841 | +7.6% | 36,550 | +8.0% |
| Gross profit | 10,598 | +9.2% | 12,028 | +13.5% | 13,315 | +10.7% |
| Operating profit | 1,836 | +7.6% | 2,836 | +54.5% | 3,955 | +39.4% |
| Ordinary profit | 2,634 | +18.6% | 3,607 | +36.9% | 4,725 | +31.0% |
| Profit attributable to owners of parent | 2,072 | -0.9% | 2,763 | +33.3% | 3,557 | +28.8% |

1

Anticipate strong orders in FY3/22 and the following years in the semiconductor/liquid crystal category, where companies are making very large investments. In Japan, forecast growth of almost 6% in FY3/23 and 4% in FY3/24. Overseas, forecast growth of almost 10% in FY3/23 and 13% in FY3/24.

2

Expenses for large trade shows are expected in FY3/23. Forecast double-digit operating profit growth every year after FY3/23 due to sales growth and other reasons. Expect the operating margin to improve from 5.8% to 8.4% and 10.8%.

3

Assume no change in equity-method profit. But expect higher sales and other factors to result in double-digit growth every year of ordinary profit and profit attributable to owners of parent, just as for operating profit.

IV. Appendix

August 18, 2021

Company Name: IWAKI CO., LTD.
Representative: Shigeru Fujinaka, President
Stock code: 6237 (Tokyo Stock Exchange, First Section)
Contact: Makoto Inoue, Executive Officer, Senior General
Manager of Business Management Head Office
Tel: +81-3-3254-2931

Application Submitted for Prime Market Listing

On July 9, 2021, IWAKI CO., LTD. received from the Tokyo Stock Exchange the results of the preliminary assessment concerning compliance with the listing standards of new market segments. This assessment confirmed the compliance of IWAKI with the listing requirements of the new Prime Market.

Due to this confirmation, the IWAKI Board of Directors approved a resolution on August 18, 2021 to select the Prime Market Listing and submit an application to the Tokyo Stock Exchange for a Prime Market listing.

IWAKI plans to proceed with the application for election to the new market segment in accordance with the schedule set by the Tokyo Stock Exchange.

IWAKI is committed to the strengthening of corporate governance, the sustained growth of sales and earnings and the medium- to long-term growth of corporate value. All activities for these goals are based on the pledge of always being at the forefront of efforts to advance development in the global markets, industries and communities where we operate while building trust with, and contributing to the happiness of everyone we interact with.



Name IWAKI CO., LTD.
A manufacturer of a broad line of **chemical pumps**

Establishment April 10, 1956

Representative Shigeru Fujinaka

Head office 2-6-6, Kanda Suda-cho, Chiyoda-ku, Tokyo

Capital 1,044.69 million yen (as of the end of September 2021)

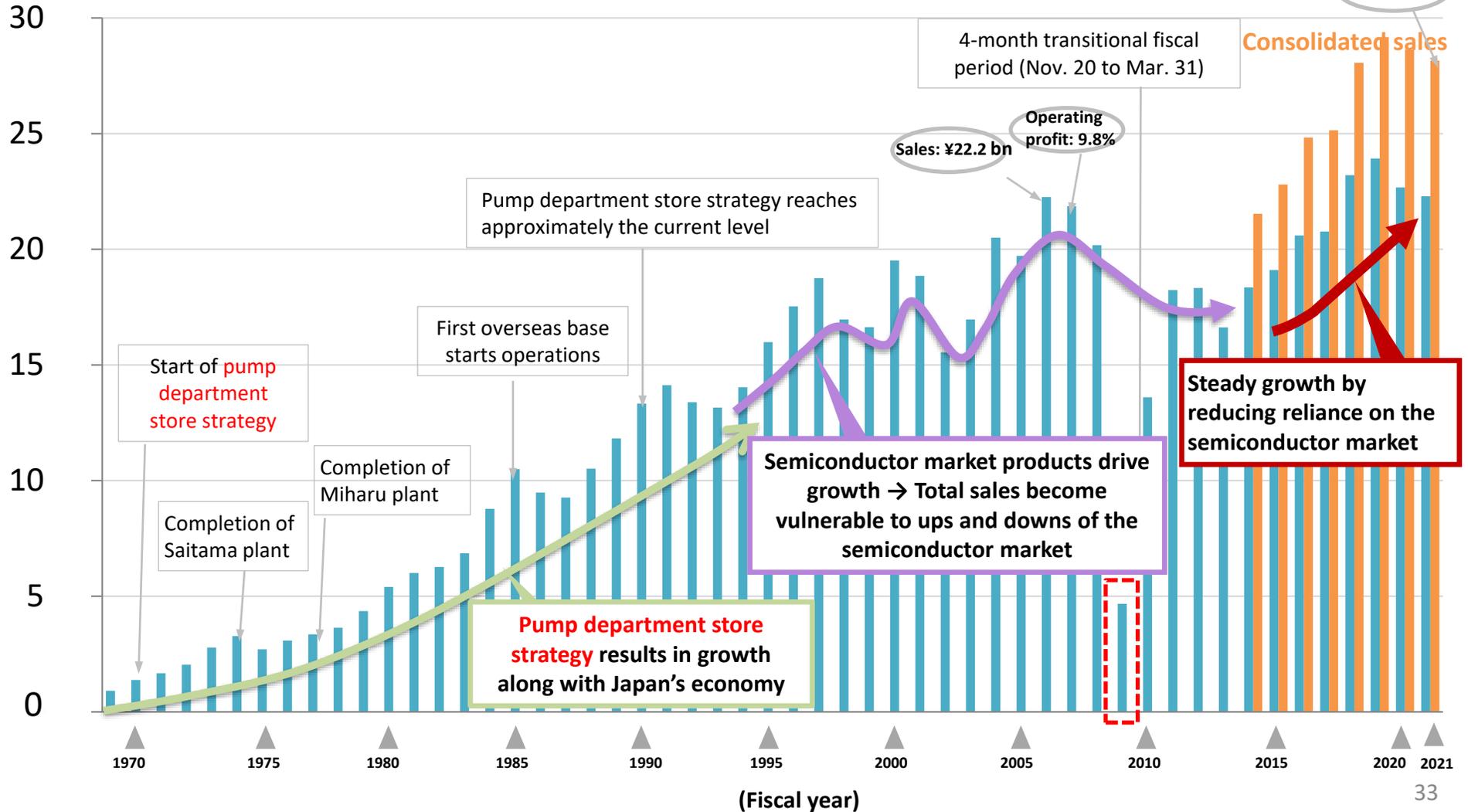
Number of Employees Consolidated: 994/Non-consolidated 766
(as of the end of March 2021)

Business Development, manufacture, purchase, sale and other activities for chemical pumps and pump controllers and other pump peripherals

Listing: First Section of the Tokyo Stock Exchange
(Trade name: Iwaki Pump/Stock code: 6237)

Non-consolidated Sales

(Billions of yen)



Chemical pumps are used for the transmission of chemicals and other substances



Unlike water pumps, chemical pumps are used for the transmission of many types of liquids, including sulfuric acid and other hazardous chemicals.



**Chemical pumps must meet very high safety standards
(No leaks)**

1

A diverse lineup of products to meet our customers' requirements

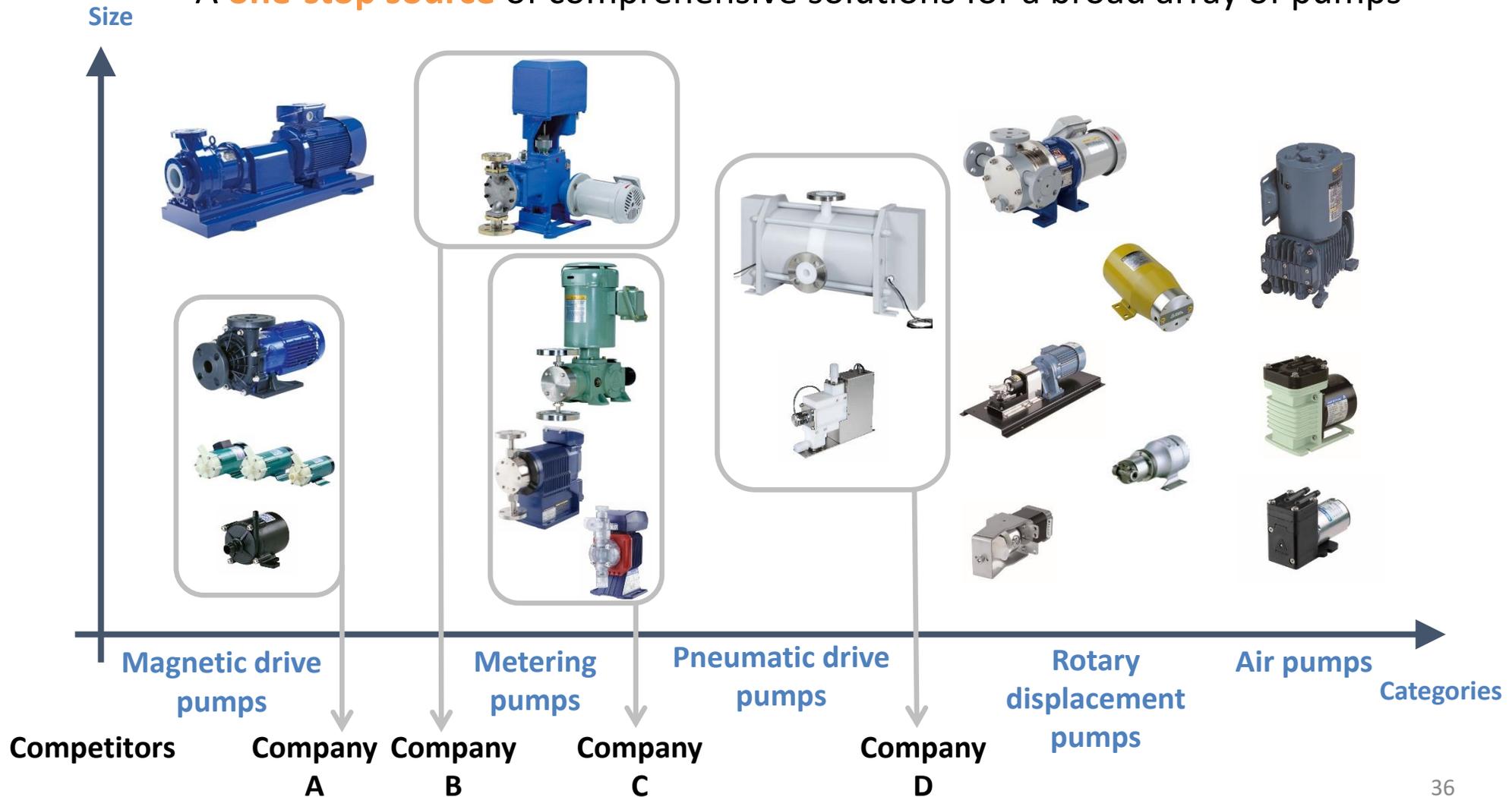
2

Strong customer support backed by a global production, sales and support infrastructure

3

Able to create solutions using fluid control functions centered on pumps

More than 60 series of pump models and **tens of thousands of models**
 A **one-stop source** of comprehensive solutions for a broad array of pumps

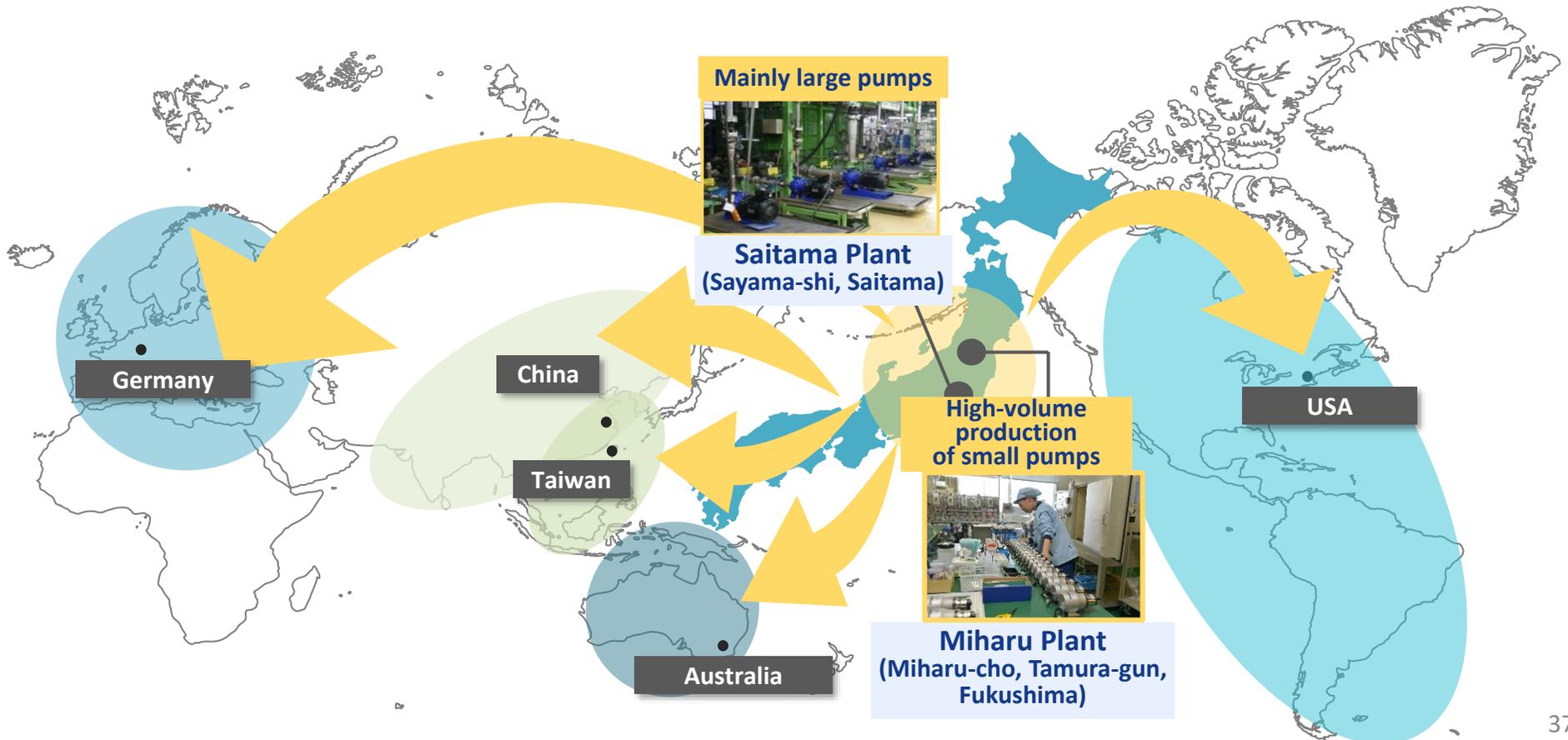


7 Strengths That Define Iwaki Global Manufacturing Network

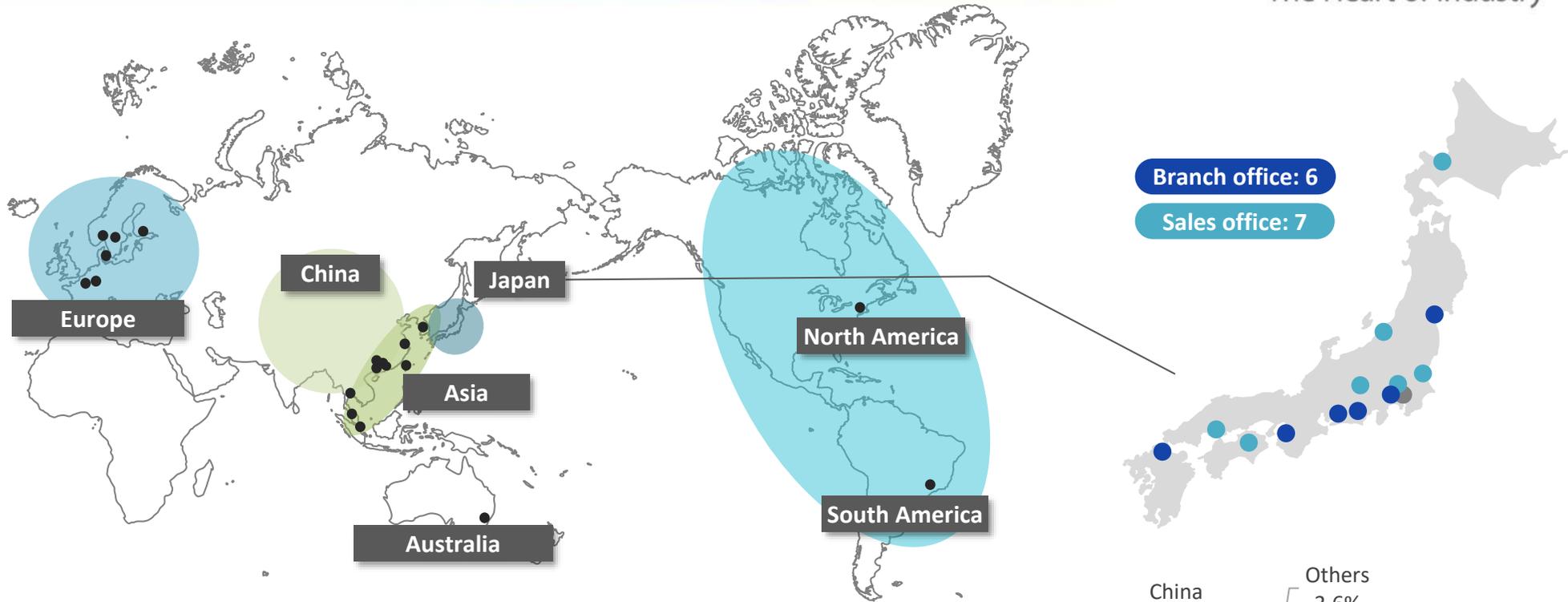
Annual capacity of around 800,000 units with the ability to make many models in small quantities

Japan: Small-lot production of many models and highly reliable quality assurance systems

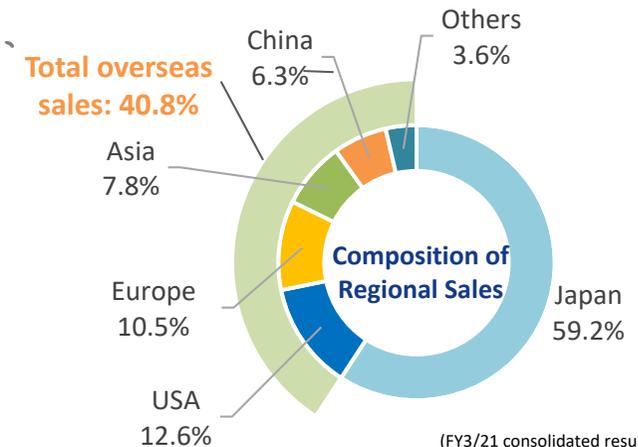
Overseas: Five locations manufacture pumps using main parts (knock-down manufacturing), resulting in efficiency for deliveries and inventories



Strengths That Define Iwaki A Global Sales and Support Infrastructure



Branch offices and sales offices in 13 major cities Japan in addition to the head office
A worldwide sales and service network with 21 group companies in 15 countries



Iwaki uses pump and fluid control expertise to create **solutions** that match the **needs** of every customer

Iwaki



Pumps



Fluid control expertise



Problems requiring solutions

Needs



Users (Customers)



Ideas for problems and other needs

Solutions



The Heart of Industry

Dedicated to remaining at the forefront of progress in order to contribute to a broad range of progress and to the happiness and wellbeing of people worldwide

For more information:
Corporate Planning Department,
Business Management Head Office,
IWAKI CO.,LTD.

E-mail: ir@iwakipumps.jp

Operating hours: 9:00 to 17:30

(Except Saturdays, Sundays, public holidays, and other business holidays)

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