

## Medium-term Management Plan (FY2023 to FY2025)

In the medium-term management plan launched in fiscal 2023, ULVAC has set forth two fundamental policies: "Creating social value through vacuum technology" and "Enhancing profit and capital efficiency-oriented management." To achieve these goals, ULVAC is focusing on strengthening its business in the semiconductor and electronic device fields, which are expected to see medium- to long-term growth. ULVAC is also expanding development investments to enhance product competitiveness. Furthermore, to improve global productivity, ULVAC is enhancing its manufacturing capabilities and working to establish a production system aimed at achieving its sales target of 300 billion yen.

To secure the development investment funds necessary for ULVAC's growth and to respond swiftly to changes in the external environment, ULVAC is focusing on building a robust financial foundation and strengthening human capital. Moving forward, ULVAC will continue to enhance its management base to ensure sustainable growth.

### Basic Policies

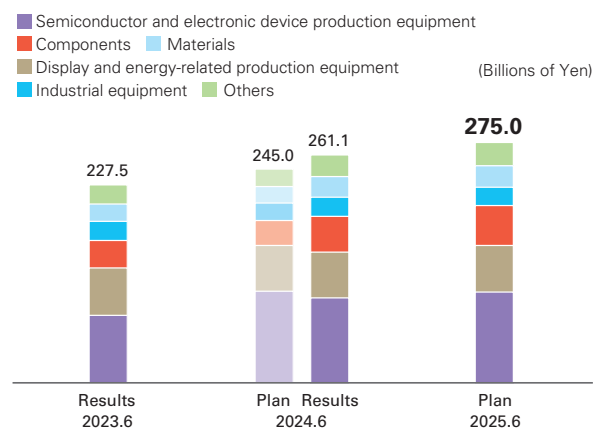
Creating Social Value Through Vacuum Technology

Enhancing Profit and Capital Efficiency-Oriented Management

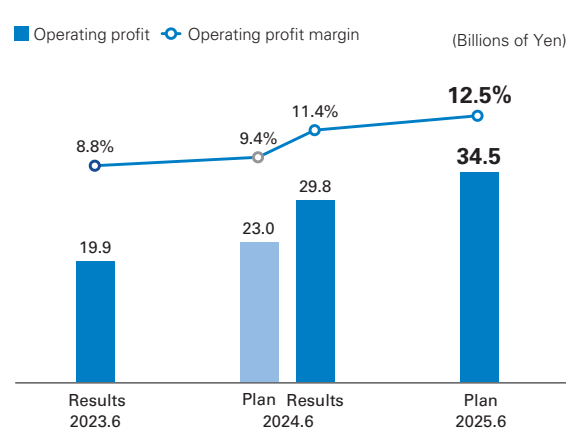
Priority Strategies	Key points
1 Strengthening Product Competitiveness in Growth Businesses	<ul style="list-style-type: none"> <li>Promoting Innovation Through Co-Creation</li> <li>Expanding the Semiconductor and Electronics Equipment Business</li> <li>Strengthening the Customer Service Business</li> </ul>
2 Improving Global Productivity	<ul style="list-style-type: none"> <li>Strengthening Manufacturing Capabilities</li> <li>Promoting Digitalization</li> </ul>
3 Strengthening the Management Foundation	<ul style="list-style-type: none"> <li>Strengthening ESG Management</li> <li>Strengthening the Financial Foundation and Cash Flow Management</li> <li>Promoting Human Resource Management</li> </ul>

	2023.6 results	2024.6 results	2025.6 plan	2026.6 target
Net sales	¥227.5 billion	¥261.1 billion	¥275.0 billion	¥300.0 billion
Gross profit	29.5%	30.9%	32.4%	35%
Operating profit (margin)	¥19.9 billion (8.8%)	¥29.8 billion (11.4%)	¥34.5 billion (12.5%)	¥48 billion (16%)
ROE	7.3%	9.7%	10.1%	14%

### Net sales



### Operating profit (margin)

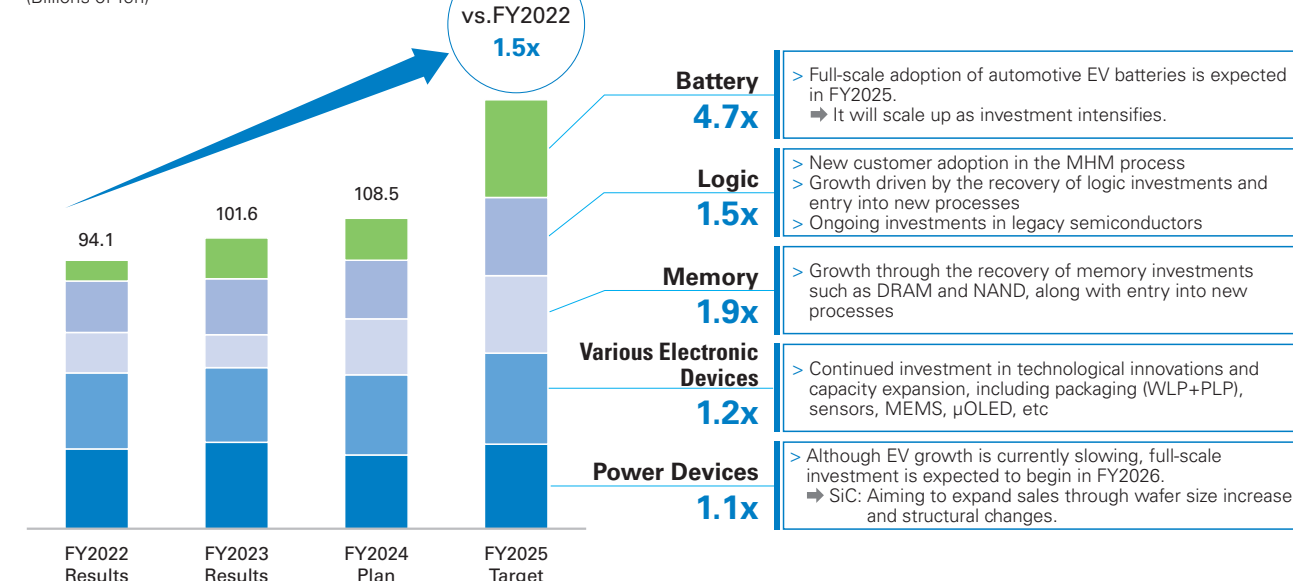


\*Starting from the fiscal year ending June 2025, the name was changed from FPD production Equipment to production equipment to display and energy-related production equipment.

## Creation and Co-Creation of Innovation in Growth Areas

### Order Forecast of Growth Drivers

(Billions of Yen)



**Battery 4.7x**  
> Full-scale adoption of automotive EV batteries is expected in FY2025.  
➡ It will scale up as investment intensifies.

**Logic 1.5x**  
> New customer adoption in the MHM process  
> Growth driven by the recovery of logic investments and entry into new processes  
> Ongoing investments in legacy semiconductors

**Memory 1.9x**  
> Growth through the recovery of memory investments such as DRAM and NAND, along with entry into new processes

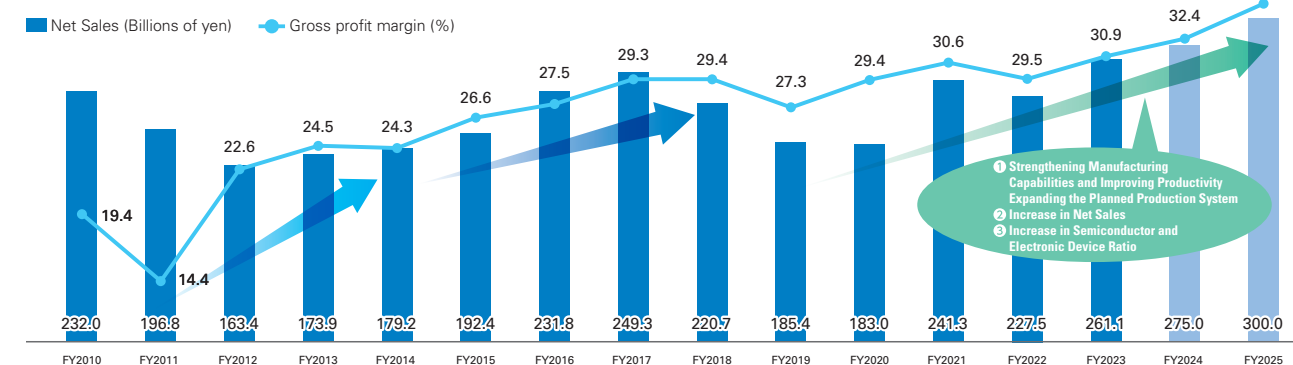
**Various Electronic Devices 1.2x**  
> Continued investment in technological innovations and capacity expansion, including packaging (WLP+PLP), sensors, MEMS, µOLED, etc

**Power Devices 1.1x**  
> Although EV growth is currently slowing, full-scale investment is expected to begin in FY2026.  
➡ SiC: Aiming to expand sales through wafer size increase and structural changes.

## Improving productivity and profit margins through strengthening manufacturing capabilities.

- By strengthening product planning capabilities and strategic purchasing, we aim to enhance the planned production system, leading to improved productivity and profit margins.
- Factoring in the improved profit margins from a higher sales ratio of high-margin semiconductor and electronic component production equipment, we aim to achieve a gross profit margin of 35% in FY2025.

### Gross Profit Margin Trend



① Strengthening Manufacturing Capabilities and Improving Productivity Expanding the Planned Production System  
② Increase in Net Sales  
③ Increase in Semiconductor and Electronic Device Ratio

### Shareholder Returns

- We position shareholder returns as one of our most important policies, aiming for further growth and a long-term increase in dividends.
- From FY2023, we will raise the dividend payout ratio to 35%, expanding shareholder returns.
- ➡ The dividend for FY2023 is 144 yen (an increase of 35 yen from the previous year), a record high.

### Dividend per Share Trend (yen)

