

# New Mid- to Long-Term Management Plan <Value-Up Plan>

Due to changes in the external environment and other factors, the ULVAC Group concluded its previous mid-term management plan (for three fiscal years to June 30, 2026) one year ahead of schedule and launched a new mid- to long-term management plan, the "Value-Up Plan," starting in the fiscal year ending June 30, 2026.

Under this plan, we will optimize management resources and accelerate the review of our business portfolio, with a focus on the semiconductor and electronics business, to achieve sustainable growth and high profitability.

## Basic Policy and Vision

**Selection and concentration of the business portfolio centered on the semiconductor and electronics business**

### Growth Strategy

**Accelerate focus on the semiconductor and electronics business**

**Create new semiconductor and electronics-related businesses by leveraging synergies among businesses**

**Expand business through M&A and other initiatives**

### Business Reforms (Complete in 2 years)

**Downsize and withdraw from low-profit businesses**

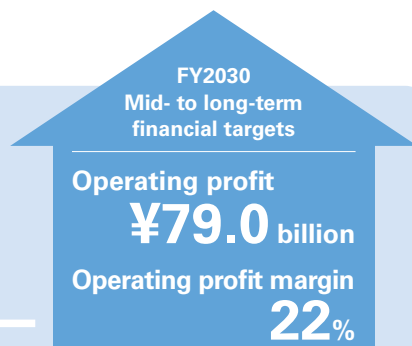
**Restructure and streamline Group companies and production sites**

**Reduce fixed costs by optimizing personnel and SG&A expenses**

### Production Reforms

**Improve production efficiency at production sites**

**Enhance profitability through modular design**



**Approx.  
¥110.0 billion  
increase**

Consolidated net sales increase by FY2030

**5.5% increase**

Operating profit margin improvement by FY2027

**12% increase**

Operating profit margin improvement in the target equipment business by FY2030

## Mid- to Long-Term Financial Targets

Items	FY2024 Full-year results	FY2027 Interim targets	FY2030 Targets
<b>Net sales (CAGR)</b> Semiconductor and electronics-related business*2	<b>¥251.2 billion</b>	<b>¥260.0 billion</b> (After considering downsizing and withdrawal due to business reforms)	<b>¥360.0 billion</b> (CAGR 12%)*1 (CAGR 17%)
<b>Semiconductor and electronics-related business Net sales composition ratio</b>	<b>36%</b>	<b>45%</b>	<b>60% or more</b>
<b>Operating profit</b>	<b>¥26.5 billion</b>	<b>¥39.0 billion</b>	<b>¥79.0 billion</b>
<b>Operating profit margin</b> Semiconductor and electronics-related business	<b>10.6%</b> <b>11.6%</b>	<b>15%</b> <b>19%</b>	<b>22%</b> <b>25%</b>
<b>ROE</b>	<b>7.5%</b>	<b>10%</b>	<b>16%</b>

\*1 Calculated based on estimated net sales after business restructuring

\*2 Based on management accounting figures of semiconductor and electronics business and related businesses

## Path to Achieving Targets

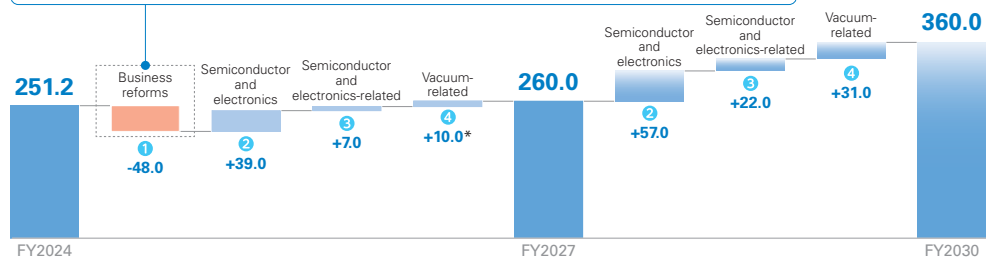
Aim to steadily improve the operating profit margin by driving growth in the semiconductor and electronics business and related businesses that exceeds the net sales decrease caused by business reforms by FY2027.

### Factors contributing to net sales increase/decrease

- ① Sales decrease due to downsizing and withdrawal from low-profit businesses
- ② Sales increase in the semiconductor and electronics business
- ③ Sales increase in semiconductor and electronics-related businesses
- ④ Sales increase in vacuum-related businesses

#### Sales decrease due to business reforms / Display-related businesses, etc.

● Business sales: -¥30 billion ● Business withdrawal and downsizing: -¥18 billion



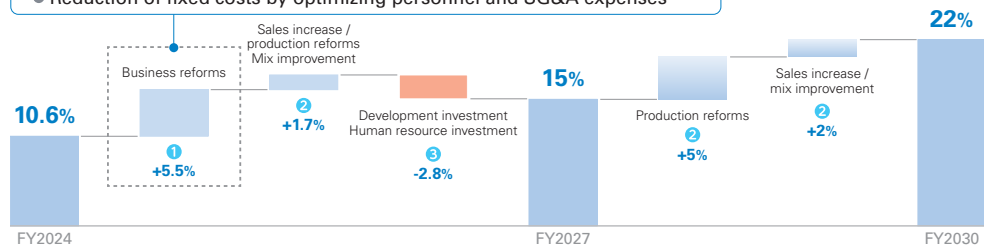
\*Amounts less than ¥100 million are rounded down.

### Factors contributing to operating profit margin increase/decrease

- ① Profit margin improvement due to business reforms
- ② Increase in operating profit driven by production reforms, mix improvement, and sales increase
- ③ Product development investment and human resource investment aimed at growth beyond FY2027

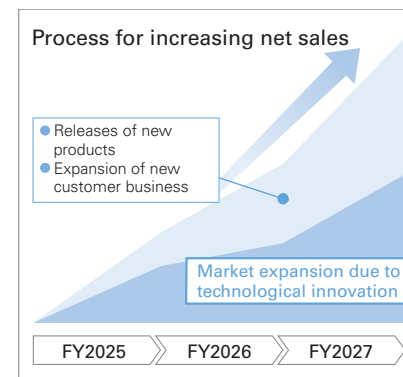
#### Profit margin improvement due to business reforms

- Downsizing and withdrawal from low-profit businesses
- Restructuring and streamlining of Group companies and production sites
- Reduction of fixed costs by optimizing personnel and SG&A expenses



## Factors Contributing to Net Sales Increase through FY2027

We aim to achieve growth of the semiconductor and electronics business that exceeds the decrease in net sales resulting from business reforms, through market expansion accompanying technological innovation based on existing businesses and the release of new products aligned with customers' technology roadmaps.



### Factors contributing to net sales increase through FY2027

② **Semiconductor and electronics** **+¥39.0 billion**

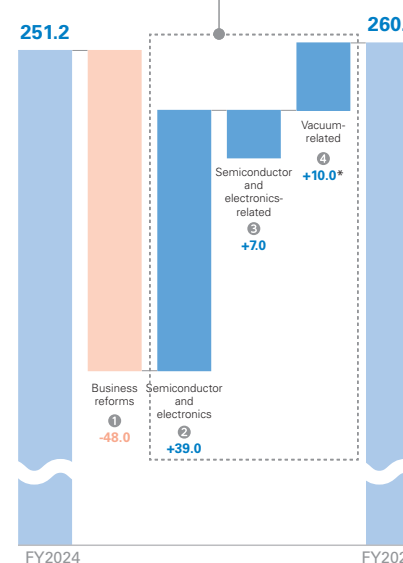
- **Memory**  
Increased investment in HBM + entry into new customers and new processes
- **Logic**  
Hard mask process expansion + entry into metal film process
- **Power Devices**  
Full-scale investment in 8-inch SiC + commencement of GaN investment
- **Various Electronic Devices**  
Packaging business growth + entry into new customers and new processes

③ **Semiconductor and electronics-related** **+¥7.0 billion**

- **Surface Analyzers**  
Maintaining market share in analyzers + entry into the semiconductor inspection equipment business
- **Materials (semiconductors)**  
Semiconductor business growth + expansion through competitive products

④ **Vacuum-related** **+¥10.0 billion\***

- **Components**  
Business expansion by releasing new products for the semiconductor and electronics market
- **Batteries, etc.**  
Progress in adoption of double-sided deposited film to improve lithium battery safety
- **Leak Testers**  
Expansion of multi-purpose applications such as cooling systems for data centers



\*Amounts less than ¥100 million are rounded down.