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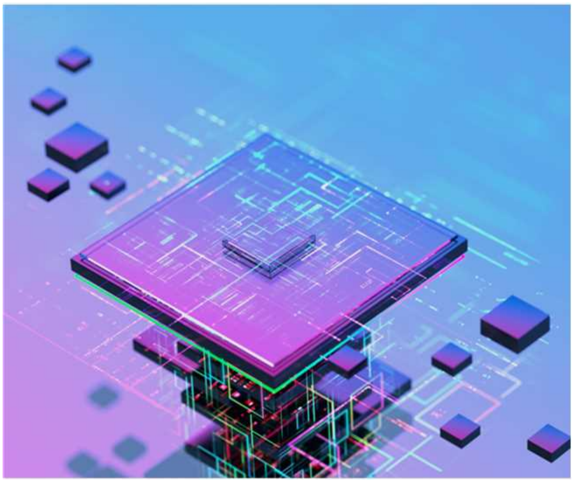

ULVAC, Inc.

The Third Quarter of FY2025/6 Business Results

July 2024 - March 2025

May 13, 2025

Disclaimer regarding forward-looking statements etc.

- **Forward-looking statements**

  Forward-looking statements of the company in this presentation are based on information that was available at the time these documents were prepared. There are several factors that directly or indirectly impact the company performance, such as the global economy; market conditions for FPDs, semiconductor, electronic devices, and raw Materials; trends in capital expenditures and fluctuations in exchange rates. Please note that actual business results may differ significantly from these forecasts and future projections.

- **Processing of numbers**

  Figures and percentages in this document have been rounded to the nearest unit.

- **Product Category Change**

  From FY25/6, the name of “FPD production equipment” has been changed to “Display and Energy-Related Production Equipment”.

This document has been translated from the Japanese initial for reference purposes only. In the event of any discrepancy between this translated document and the Japanese initial, the initial shall prevail.

Summary

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Q3 FY2025/6

Business Progress

- Despite a decline in Net sales and profit items due to changes in the external environment, the Gross profit margin improved steadily to 33.3% in Q3, and increased YoY by 1.2 pt in Q3 YTD.

Downward Revision of FY25/6 Forecast

- Revised full-year performance forecast downward due to a decrease in order received, mainly caused by a slowdown in EV-related businesses.
- Maintaining the previously forecasted dividend from the viewpoint of stable dividend with emphasis on shareholder returns.

Future Policies and Measures

Future Policies and Measures

- Due to changes in the external environment, we have decided to abolish the current mid-term management plan ending 2026/6 and implement fundamental reforms and a new mid-to-long-term management plan, the "Value-Up Plan," from FY2026/6 (to be disclosed in August) to ensure sustainable growth.
- We will execute the optimization of management resources and accelerate the shift to a business portfolio centered on semiconductors and electronics. This will enable the realization of high growth and profitability, enhance corporate value, and improve evaluation in the capital markets.

First, with regard to the progress of business performance in Q3, although net sales and each profit item decreased due to changes in the external environment and other factors, the gross profit margin rose steadily to 33.3% in Q3, an increase of 1.2 percentage points YoY in Q3 YTD.

Second, the full-year forecast has been revised downward due to a decrease in orders received, mainly caused by a slowdown in EV-related business. On the other hand, from the viewpoint of stable dividends with emphasis on shareholder returns, we maintain our previous dividend forecast of ¥164 per share.

Third, as for the policy for the future, due to changes in the external environment and other factors, we have decided to abolish the current mid-term management plan ending in 2026/6. We will launch a new mid-to-long-term management plan, the Value-Up Plan, which will begin from FY2026/6, the next fiscal year.

The details will be disclosed in August, but today I will provide an overview. Under the plan, we intend to decisively optimize our management resources and accelerate the review of its business portfolio, particularly in semiconductors and electronics, in order to achieve high growth and high profitability, thereby enhancing its corporate value and improving its reputation in the capital market.

Q3 FY25/6 Consolidated Financial Results

FY25/6 Q3 Financial Highlights

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(Unit: ¥1 billion)	FY2024/6						FY2025/6					
	Q1	Q2	Q3	9 months	Q4	Full Year	Q1	Q2	Q3	9 months	YoY	
Orders Received	78.0	56.1	55.6	189.7	68.5	258.2	50.9	65.5	47.5	163.9	-25.8	-14%
Net Sales	55.0	65.2	65.0	185.2	75.9	261.1	61.0	73.9	52.9	187.7	+2.5	+1%
Gross Profit	15.3	20.1	22.0	57.4	23.3	80.7	19.1	23.8	17.6	60.5	+3.1	+5%
Gross Profit Margin	27.7%	30.8%	33.8%	31.0%	30.7%	30.9%	31.3%	32.2%	33.3%	32.2%	+1.2pt	
SG&A	12.4	12.6	11.9	36.9	13.9	50.9	13.4	14.2	12.2	39.8	+2.9	+8%
Operating Profit	2.8	7.5	10.1	20.4	9.4	29.8	5.8	9.6	5.4	20.8	+0.4	+2%
Operating Profit Margin	5.1%	11.5%	15.5%	11.0%	12.3%	11.4%	9.4%	13.0%	10.2%	11.1%	+0.0pt	
Profit attributable to owners of parent	1.1	5.7	6.4	13.2	6.9	20.2	3.7	6.7	2.7	13.1	-0.1	-1%
To net sales ratio	2.1%	8.8%	9.9%	7.1%	9.1%	7.7%	6.1%	9.0%	5.1%	7.0%	-0.2pt	

» Despite a decline in net sales and profit items due to changes in the external environment, gross profit margin improved steadily to 33.3% in Q3, and increased YoY by 1.2 pts in Q3 YTD.

Orders received for Q3 YTD totaled ¥163.9 billion, a decrease of ¥25.8 billion YoY.

Despite a decline in orders received, we have landed on a three-quarter cumulative net sales of ¥187.7 billion, an increase of ¥2.5 billion YoY, and an operating profit of ¥20.8 billion, an increase of ¥0.4 billion YoY, resulting in an increase in both sales and income.

In terms of the three months of Q3, orders received amounted to ¥47.5 billion, a decrease from Q2, and net sales amounted to ¥52.9 billion, a decrease from Q2, resulting in a decrease in each profit item.

On the other hand, the gross profit margin has steadily increased to 33.3% in Q3, and the profit margin base has steadily improved, and gross profit margin increased YoY by 1.2 percentage points in Q3 YTD.

Quarterly Trends

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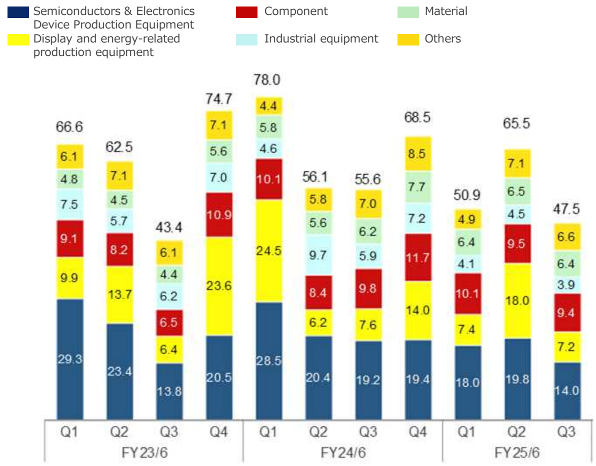
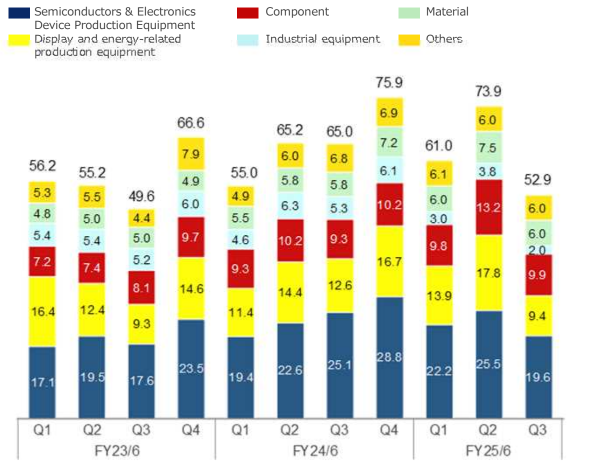
Orders Received (Unit: ¥1 billion)



Net Sales (Unit: ¥1 billion)



» **Orders Received**: Decreased by ¥18 billion QoQ, reflecting a reactionary decline in OLED projects and continued weakness in power devices and batteries.

» **Net Sales**: Decreased by ¥21 billion QoQ due to the impact of reduced orders received in Q3.

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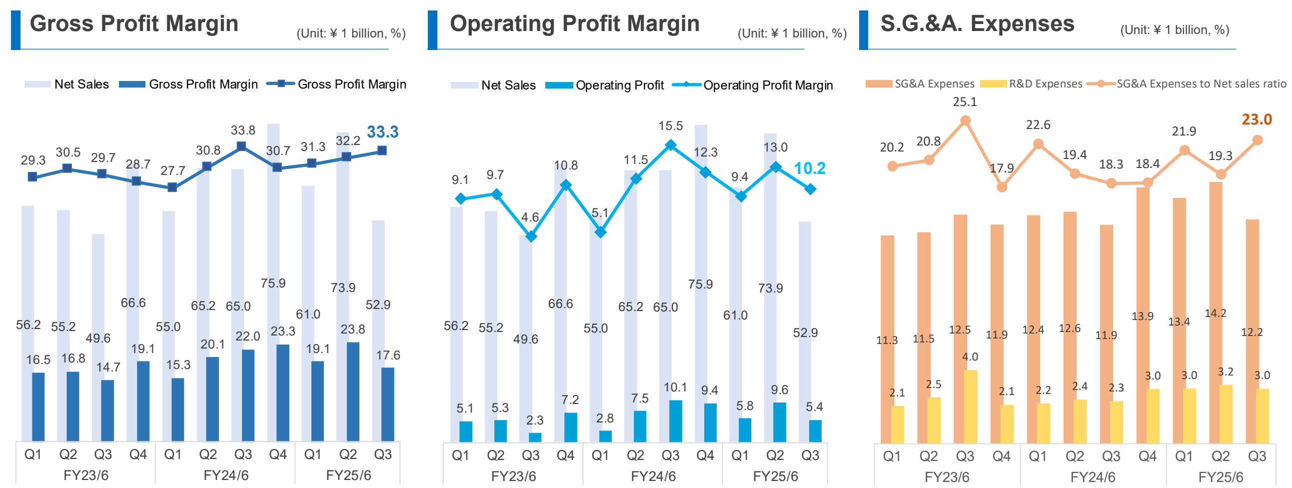
The graph here shows the quarterly change in orders received and net sales.

See the graph on the left. Orders received for Q3 totaled ¥47.5 billion, down ¥18 billion from Q2. This is mainly due to a reactionary decline from large-lot net orders received in Q2 and the continued weakness of power devices and batteries and other products, which caused orders to be shifted from the current fiscal year to the next fiscal year.

Net sales in the graph on the right were ¥52.9 billion, a decrease of ¥21 billion from Q2, mainly due to a decrease in orders received.

Profit Margin Trends



» **Gross Profit Margin:** Despite a decline in net sales, the gross profit margin in Q3 improved to 33.3% due to a better product mix and contributions from high-margin projects.

» **Operating Profit Margin:** The operating profit margin declined due to a decrease in net sales.

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The gross profit margin in the left graph was 33.3% in Q3, as the sales composition of semiconductor electronics and components with relatively high profit margins continued to exceed 50%, and the sales of surface analysis systems of group company were concentrated in regions with high profit margins. Margins are improving QoQ, and the profit margin base is steadily increasing.

The graph in the middle, the operating profit margin, declined 2.8 percentage points QoQ due to the decline in sales and continued R&D investment.

The right graph shows that the SG&A expenses were 23% in Q3 due to the decrease in sales, even though the actual amount of SG&A expenses decreased QoQ.

Consolidated Balance Sheet

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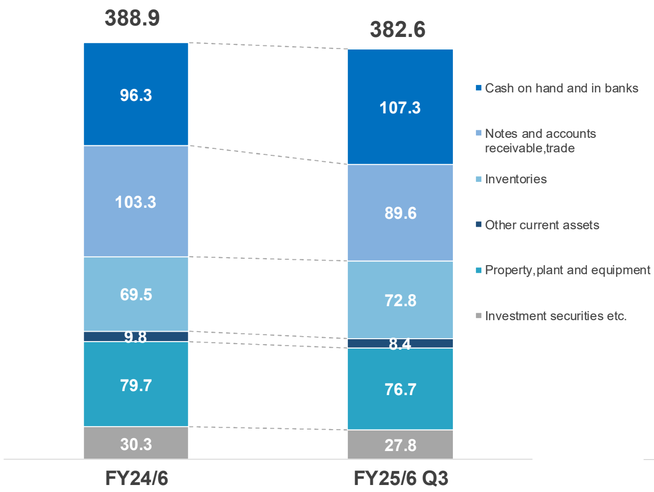
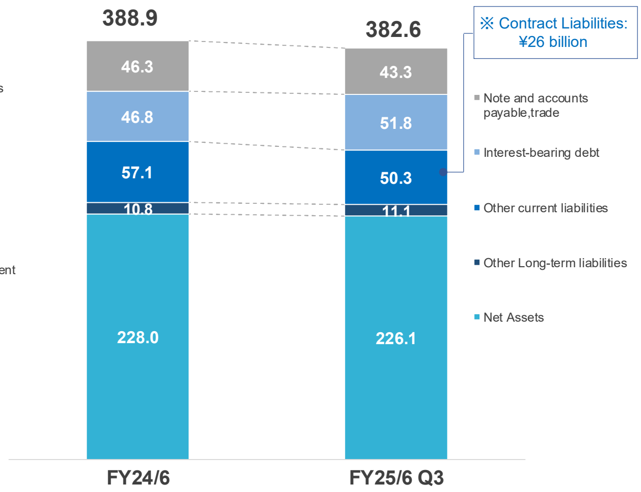
Assets (Unit: ¥1 billion)



Liabilities and Net Assets (Unit: ¥1 billion)



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The following is the balance sheet situation at the end of Q3.

On the lower left side, inventories have temporarily increased, but accounts receivable have also decreased due to progress in collections. As a result, cash on hand and in banks have temporarily increased to ¥107.3 billion but are expected to decrease to a certain degree by the end of Q4.

The equity ratio as of March 31, 2025 was 57.2%.

FY25/6 Earnings Forecast

FY25/6 Revised Full-Year Forecast

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(Unit: ¥1 billion)	FY24/6	FY25/6					
	Actual	Previous Forecast	Latest Forecast	Vs. Previous Forecast		YoY	
				Amount	%	Amount	%
Orders Received	258.2	260.0	230.0	-30.0	-12%	-28.2	-11%
Net Sales	261.1	275.0	250.0	-25.0	-9%	-11.1	-4%
Gross Profit	80.7	89.0	80.0	-9.0	-10%	-0.7	-1%
Gross Profit Margin	30.9%	32.4%	32.0%	-0.4pt	-	+1.1pt	-
Operating Profit	29.8	34.5	27.0	-7.5	-22%	-2.8	-9%
Operating Profit Margin	11.4%	12.5%	10.8%	-1.7pt	-	-0.6pt	-
Profit attributable to owners of parent	20.2	23.0	17.0	-6.0	-26%	-3.2	-16%
To net sales ratio	7.7%	8.4%	6.8%	-1.6pt	-	-0.9pt	-
Dividend per share(Yen)	144.0	164.0	164.0	0		+20.0	

- **Orders Received**: Revised downward to ¥230 billion due to a slowdown in EV-related businesses.
- **Net Sales and Profit Margins**: Adjusted full-year forecast downward due to reduced Orders received but expect an improvement in the Gross profit margin to 32%.
- **Dividends**: Maintained the previously forecasted dividend, emphasizing stable shareholder returns.

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As disclosed today, we have revised our earnings forecast.

The revision reflects a slowdown in EV-related business, especially power devices and batteries, and the forecast for orders received has been revised downward to ¥230 billion, about ¥30 billion less than the previous forecast. Net sales have been revised downward by ¥25 billion to ¥250 billion in line with the decrease in orders received, and each profit item has also been revised downward in line with the revision of net sales.

While we have reviewed the overall situation, we expect a steady improvement in the gross profit margin, which we consider a key indicator, to be 32%.

The dividend forecast remains unchanged from the previous forecast of ¥164 from the viewpoint of stable dividends with emphasis on shareholder returns.

FY25/6 Earnings forecast（Orders received/Net Sales）

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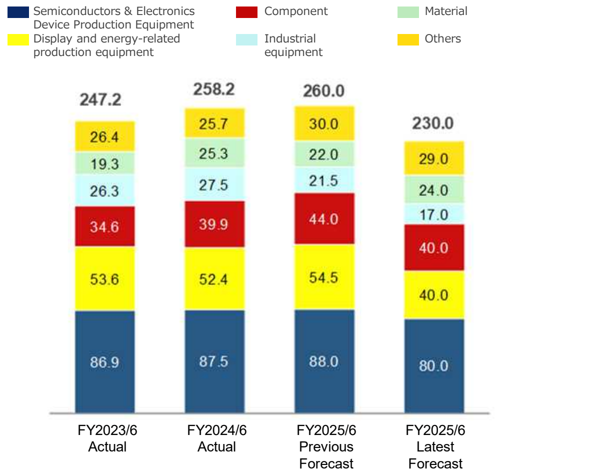
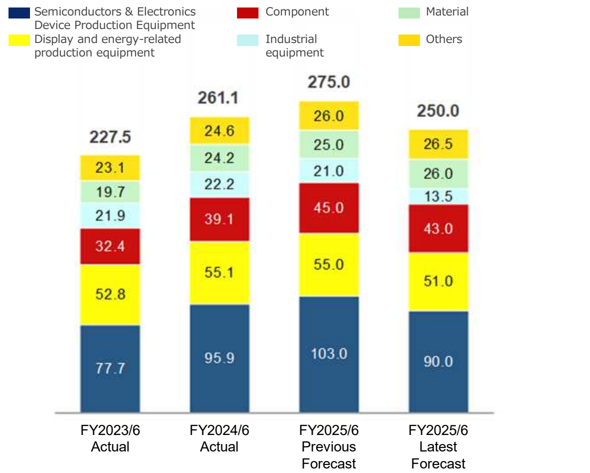
Orders Received (Unit: ¥1 billion)



Net Sales (Unit: ¥1 billion)



» **Orders Received**: Decreased due to a slowdown in investments in power devices and battery businesses.

» **Net Sales**: Declined as some orders received during the fiscal year, which were scheduled to be recorded as sales within the same period, were deferred to the next fiscal year.

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Regarding orders received on the left side of the graph, we have revised our forecast for orders to ¥80 billion, down ¥8 billion from the previous forecast, largely reflecting the investment slowdown of power devices in the semiconductors and electronic devices in the blue area at the bottom of the graph.

As for display and energy-related equipment in the yellow, the order forecast has been revised downward by ¥14.5 billion from the previous forecast to ¥40 billion, reflecting a slowdown in battery investment.

In the graph on the right, the sales figures for each segment have been revised because some projects of which both orders received and sales planned for this fiscal year have been postponed to the next fiscal year due to a decrease in the forecast for orders.

Market Environment and Investment Trends

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Item	Market Environment / Investment Trends	CY25
Semiconductors Logic & Memory	• DRAM: Recovery driven by smartphone and AI demand, with continued investment in HBM-related projects. • NAND: Expansion expected due to storage and generative AI-related demand. • Advanced Logic: Investments in next-generation nodes gaining momentum.	→
Various Electronic Devices	• Expansion of WLP (Wafer Level Packaging) business for generative AI. • Active investment in PLP (Panel Level Packaging) development.	↗
Power Devices	• While EV demand slows and investment in 8-inch SiC transitions, long-term growth is expected.	↘
Display	• Sustained contributions from additional and modified equipment projects for tablet and automotive OLED applications.	→
Battery related	• Increased testing of aluminum double-sided evaporation films by battery manufacturers, with long-term growth expected in copper double-sided evaporation films and lithium films.	↘
Components, General Industry, Materials, and Others	• Stable performance as a foundational business, supported by active capital investment in semiconductors and electronics. • Strong demand for surface analysis systems driven by active R&D in advanced devices.	→

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This is the market environment and investment trends for the current year, 2025.

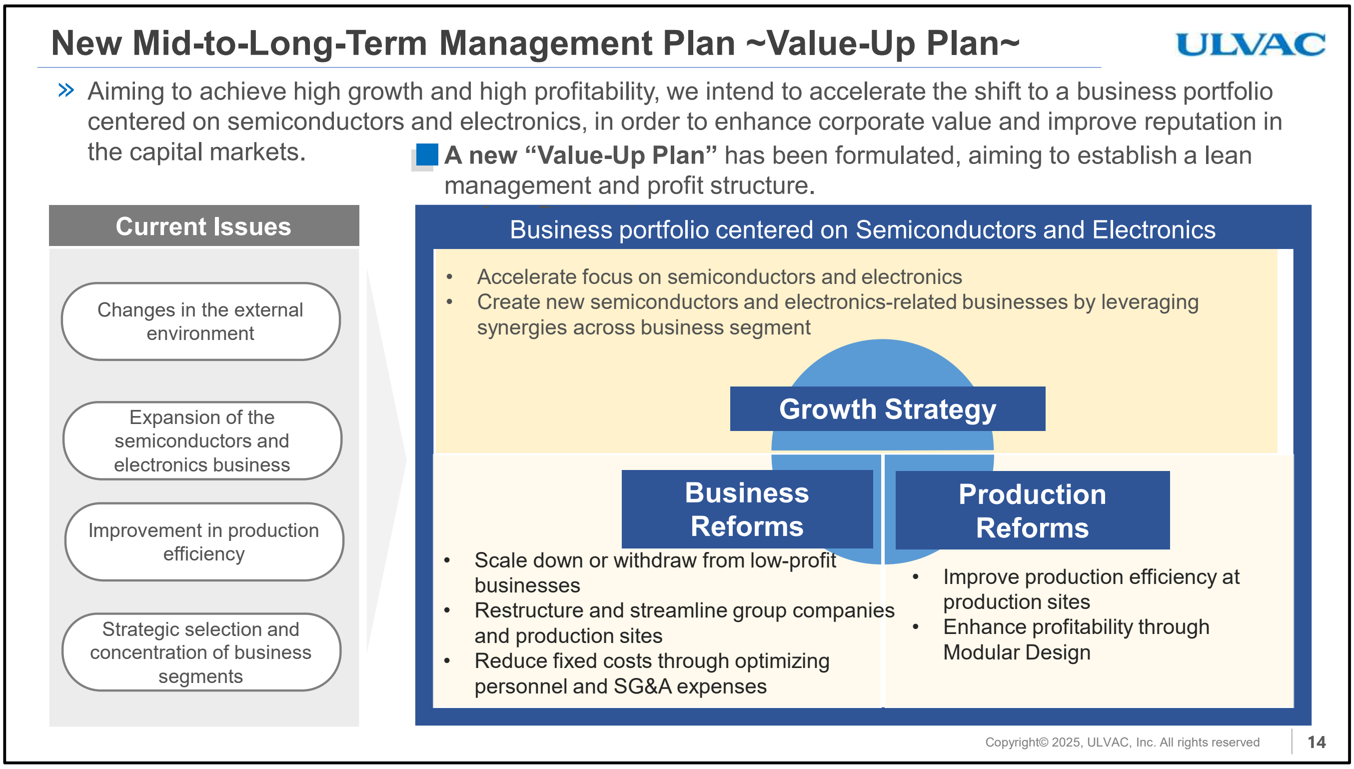
In semiconductors, although some investment by major South Korean manufacturers in DRAM has been delayed, recovery due to smartphone and AI businesses and continued investment related to HBM have led to an upward trend. NAND is expected to expand due to storage demand for generative AI-related business. In logic, we are seeing the impact of the postponement of some investments by North American manufacturers, but in advanced logic, we expect to see full-scale investments in the next generation of major players.

For various electronic devices, in addition to the expansion of wafer level packaging business for generative AI, which has been strong, we expect active development investment in panel level packaging to begin H2 of 2025. In power devices, investment has slowed down recently due to a slowdown in demand for EVs and a slight delay in switching to 8-inch SiC, but we expect a recovery in one to one and a half years, and we anticipate growth over the medium- to long term.

In displays, we see sustained contributions from additional and modified equipment projects in China to realize OLEDs for tablets and automotive applications. In batteries, although the use of aluminum double-sided evaporation films by battery manufacturers is increasing, the conversion to mass production remains slow. We look forward to mid-to-long-term growth in copper double-sided evaporation films and lithium films in the future.

Components and others remained steady as a foundational business, reflecting active capital investment in semiconductors, electronics, and various other fields. Surface analysis devices also performed well in line with the increased R&D activity for advanced devices and other products.

New Mid-to-Long-Term Management Plan
~Value-Up Plan~



We have created a new mid-term management plan, the Value-Up Plan, to optimize our management resources and accelerate our reorientation to a portfolio centered on semiconductors and electronics. Through these efforts, we will achieve high growth and high profitability, enhance our corporate value, and improve our reputation in the capital markets.

Over the past several years, we have leveraged our existing management resources and defined five growth drivers, including semiconductors, power devices, and batteries to grow our businesses. Despite fluctuations in the power device and battery markets, the semiconductor business has steadily expanded. We have also made some progress in improving profitability through strengthening our manufacturing capabilities.

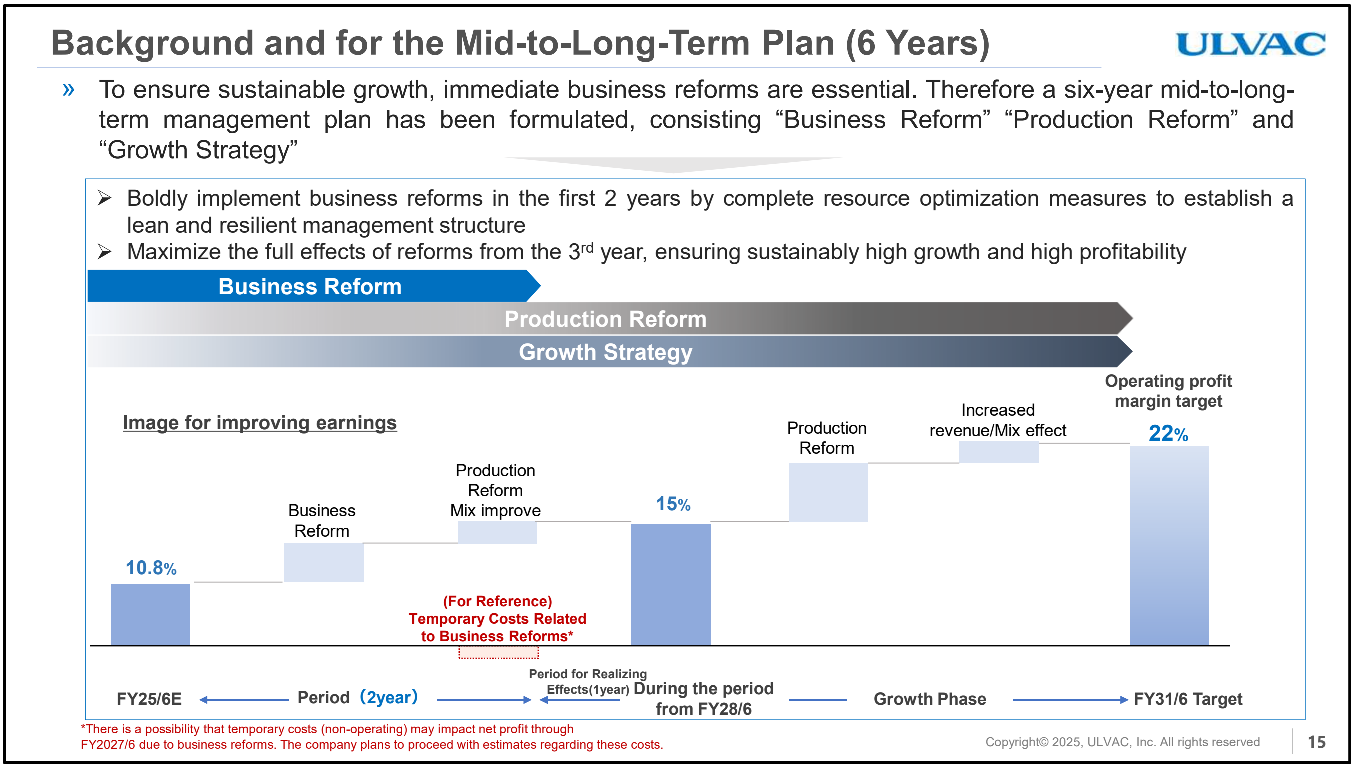
However, it has also become clear that there are limits to the growth that can be achieved by extending the current mid-term plan. We have determined that fundamental reforms are necessary to achieve further growth, especially in the semiconductor and electronics market, which is expected to grow more significantly. Therefore, we decided to abolish the current mid-term management plan, and implement a new mid- to-long-term management plan based on bold business reforms, production reforms and growth strategies.

Under this plan, we will decisively implement various measures and reforms to resolve the issues we currently recognize. As you can see on the right side of this page, we will implement two reform and growth strategies.

The first is business reforms. We will downsize and withdraw from low-profit businesses, restructure and streamline group companies and production sites, and reduce fixed costs by optimizing personnel and SG&A expenses.

The second is production reforms. We have been selecting and narrowing down the target models for Modular Design, and have established a mechanism for Modular Design in-house. The Modular Design initiative has already had some positive effects, and we will continue to improve profitability by further increasing production efficiency at our production sites.

Based on these business and production reforms, we will promote our further growth strategy. Specifically, we will concentrate our management resources on the semiconductors and electronics field, thereby accelerating business expansion and creating new semiconductors and electronics related businesses by leveraging synergies among businesses.



This section provides background on the formulation of the mid-to-long-term plan and its roadmap.

First, as shown in this diagram, we believe it is essential to boldly implement business reforms during the current two years to build a lean and resilient management structure.

However, we said that it is important to implement drastic business reforms here and first strengthen the management foundation immediately. Based on this idea, we have decided to formulate a six-year mid-to-long-term plan, Value-Up Plan, consisting of business reforms, production reforms, and growth strategy.

We will decisively reform our business during the first two years. During this period, we will complete measures to optimize management resources and build a lean and resilient management structure. Specifically, we will streamline the entire group and reduce fixed costs to achieve an efficient management structure.

From the third year onward, we will move into a period of growth and maximize the effects of the business reforms based on the results of the business reforms, then we set a numerical target. We have set a target of 22% operating profit margin for FY2031/6.

Since growth effects do not begin to appear in earnest until after the third year, the plan was created with a mid-to-long-term span of six years, as it is difficult to maximize the effects in three years.

Business Reform

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»Complete Optimization of Management Resources Within 2 Years through FY27/6

- ➢ Accelerate selection and concentration through business portfolio review, including FPD-related businesses
- ➢ Contribution to Profitability expected from FY28/6

Business Reforms 1st-2nd year	● Scale down or withdraw from low-profitability ● Restructure and streamline group companies and production sites ● Reduce fixed costs through optimizing personnel and SG&A expenses

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We will work on business reform within two years through FY2027/6 to optimize management resources and complete this. I repeat, we are determined to carry out reforms to build a lean and resilient management foundation.

Under this business reform, the following three priority measures will be addressed.

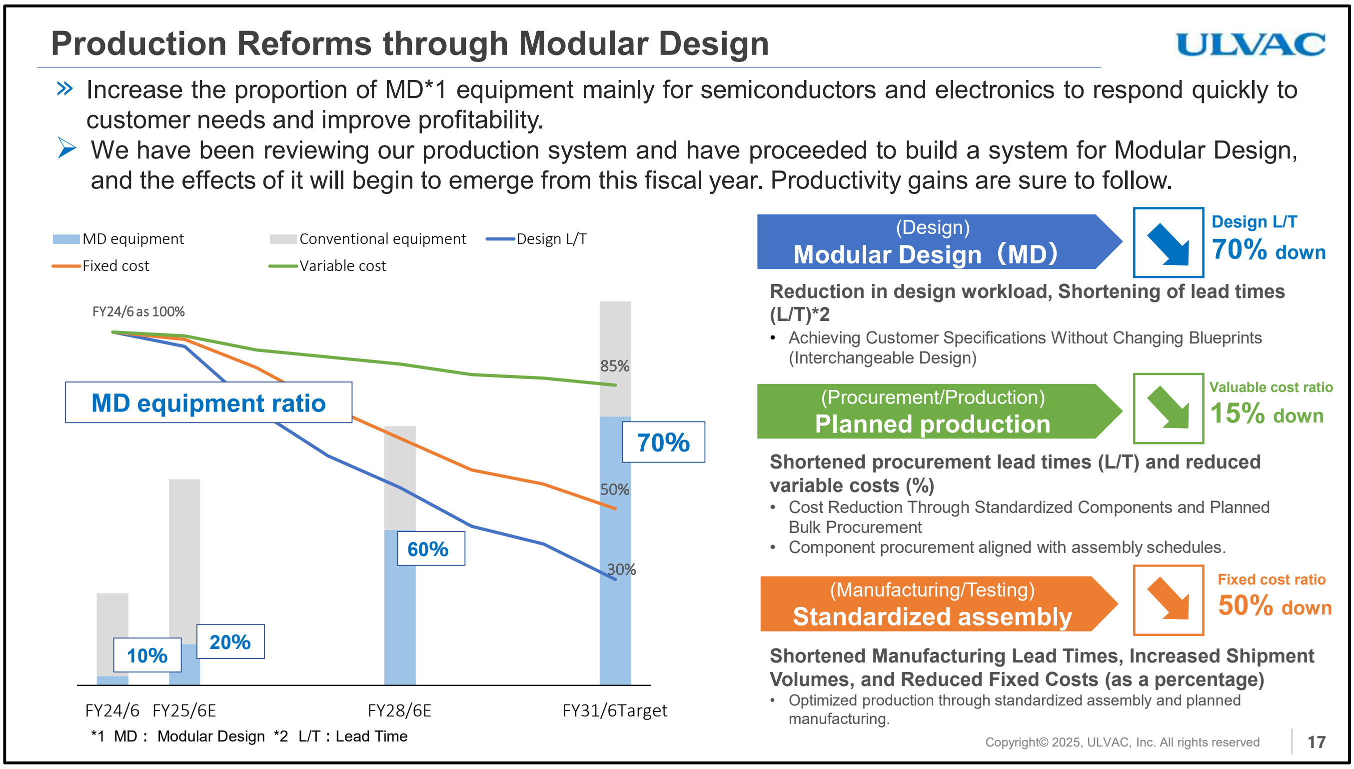
The first point is the scale down and withdrawal of production operations. By closely examining all current businesses and decisively scaling down or withdrawing from unprofitable businesses, we will accelerate our selection and concentration on businesses with growth potential and high profitability. Specifically, we will improve profitability by efficiently redistributing management resources, such as by concentrating more management resources on semiconductors and electronics related businesses. Through this initiative, we will clarify the business areas that will drive our growth and further solidify our business foundation.

The second point is the restructuring and streamlining of group companies and production sites. We will further improve the quality of our business operations by thoroughly eliminating waste and establishing an efficient and flexible organizational and production structure.

The third point is fixed cost reduction. By promoting optimization of personnel, SG&A, and other expenses, we aim to reduce fixed costs and improve profitability.

Through these measures, we will accelerate selection and concentration through business portfolio review, including FPD-related businesses, and ensure that they will contribute to profitability from the beginning of FY2028/6.

We are determined to complete these business reforms.



Next is production reforms. Production reforms will increase the ratio of Modular Design, mainly semiconductors and electronics, to speed up response to customers. We will further improve profitability.

We have been reviewing our production system and have proceeded to build a system for Modular Design.

The modularization of the system started last fiscal year, and the effects of it will begin to emerge, albeit gradually, from this fiscal year. Further acceleration of this initiative in the future will put the Company in a position where productivity gains are sure to follow.

We will aim to achieve further results by increasing the ratio of semiconductors and electronics, and increasing the percentage of Modular Design equipment switched from conventional models.

The first of these specifics is the reduction of design lead time. Utilizing Modular Design, we will promote unitization and reduce design lead time by 70% compared to the conventional method. This enables us to respond quickly to our customers. We believe we can significantly improve our competitiveness.

Next is to shorten procurement lead time and reduce variable cost ratio. Further expansion of planned production will shorten procurement lead times and reduce the variable cost ratio by 15%.

Furthermore, it leads to a reduction in manufacturing lead time and fixed cost ratios. Modularization facilitates standardized assembly, shortens manufacturing lead times, and increases shipment volumes. This will reduce the fixed cost ratio of manufacturing by 50% and establish an efficient production system.

Growth Strategy

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»Strengthen the business portfolio to achieve high growth and high profitability

Further Growth Centered on Semiconductors and Electronics	
	● Create new semiconductors and electronics related businesses by leveraging synergies across business segment ● Accelerating Growth in the semiconductors and electronics business ● Develop new opportunities in AI-related business

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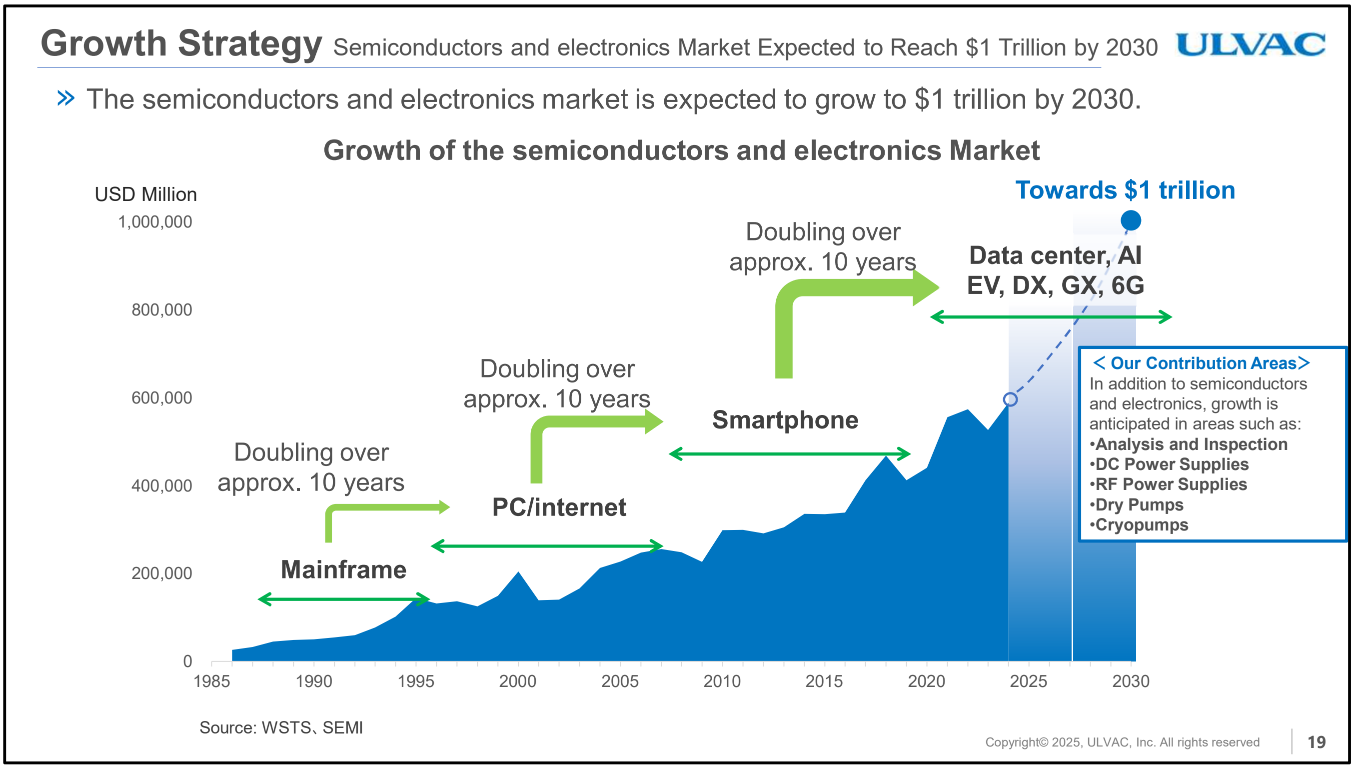
The business and production reforms I have described so far are only the bases for growth. By first building this foundation, we will move forward with the next step of our growth strategy.

Under this strategy, we will grow significantly, especially in the semiconductors and electronics fields, and we will also create new semiconductors and electronics related businesses by drawing more synergies across existing business segment.

Specifically, we will further strengthen our focus on the semiconductors and electronics business to accelerate its growth and seize many growth opportunities, especially in the AI-related business, which is expected to grow more in the future, and expand the business by taking advantage of our broad technological capabilities and business foundation.



This page is a forecast for the semiconductors and electronics market, which you are all familiar with.

As you can see, the semiconductors and electronics market is expected to expand significantly on the back of data centers, AI, EV, DX, GX, etc. The market size is expected to reach USD1 trillion by 2030.

We will therefore move more into the area of semiconductors and electronics manufacturing equipment, but will also focus on peripheral equipment. For example, we have component segment including analysis and inspection equipment, dry pumps, and power supplies. We believe that involvement in these broad areas will create many business opportunities.

AI-Related Business Expansion（Logic/ Memory/ Packaging）

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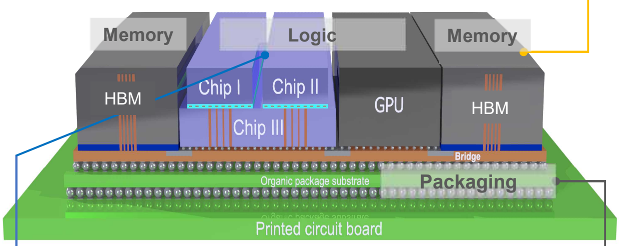
Cutting-edge AI Semiconductor Packaging



Memory (DRAM/NAND) Business

- **HBM Processes**: Expansion of metal redistribution layers
- **Wiring Processing**: Adoption of MHM (Metal Hard Mask) in DRAM due to miniaturization
- **Low-Resistance Wiring**: Deployment of low-resistance and new materials

Effect: Orders received expected to increase by 3.6x*

Logic/Foundry Business

- **TiN MHM**: Broad adoption from advanced to mature nodes
- **HM Applications**: Expansion to functional films and FEOL (Front End of Line) processing
- **HM Line-Up**: Acquisition of processes beyond TiN MHM
- **Metal Wiring Layers**: Securing wiring processes in advanced logic

Effect: Orders received expected to increase by 2.4x*

Packaging Business

- **Residue Removal**: Transition from wet to dry processing
- **Metal Wiring Layers**: Accelerated adoption of PVD (Physical Vapor Deposition) due to miniaturization
- **Panel-Level Packaging**: Full-scale implementation begins

Effect: Orders received expected to increase by 2.2x*

* Effect by FY31/6 vs. FY25/6　　☆ For detailed explanations of each term, please refer to the "Glossary" section later in this document.

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As mentioned earlier, AI-related businesses, which are expected to grow significantly, present a wide range of opportunities for us.

The following pages describe the expansion of AI-related businesses in three areas. We will further expand our efforts in the areas of logic, memory, and packaging.

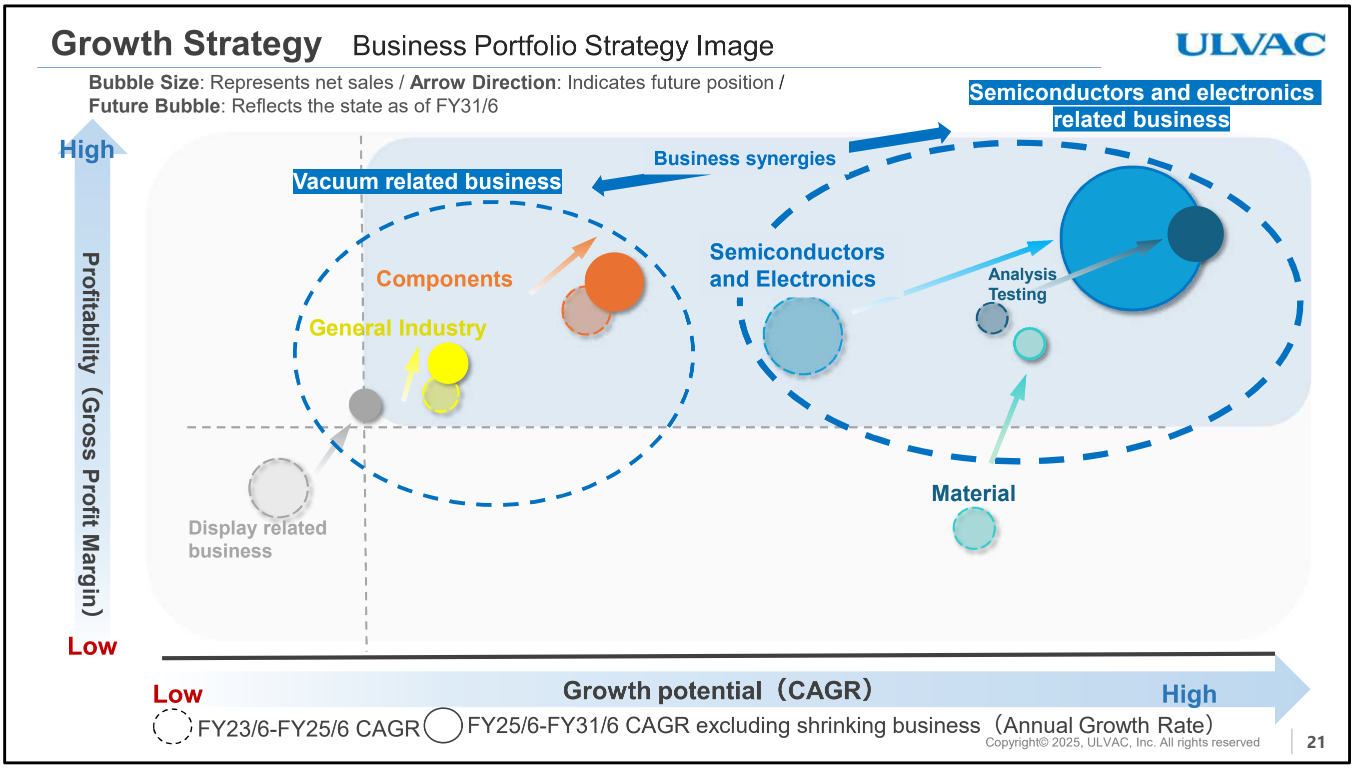
In this logic field, we will further apply the Metal Hard Mask technology that is currently being used for both advanced and mature nodes, and promote its spread to functional films and FEOL processing.

We will also establish our position by acquiring POR for processes other than TiN metal hard masks. As for advanced logic, we will strive to secure wiring processes. We have decided to set out our numerical targets in this way, both internally and externally. By FY2031/6, we will expand business in this area by 2.4 times.

On the other hand, in the memory field, the area of metal hard masks for DRAM will continue to expand in the vicinity of HBM, which already has a proven track record, as well as the expansion of metal rewiring and the further miniaturization of wiring processes. We will expand our business in this area as well. By doing so, we will expand orders by 3.6 times by FY2031/6.

In the area of packaging, we are currently doing well with ashing equipment. More and more, we will see a switch from wet to dry processing. Further demand will expand. Along with miniaturization of packaging, the adoption of sputtering will accelerate. PLP, for example, I think this market will expand in earnest. With this, we intend to expand orders received by 2.2 times by FY2031/6.

AI-related business is an important and expanding area, and we are determined to seize the opportunities in this growing area.



This is the first time we are showing you our business portfolio strategy image. As you can see, we have two major business portfolios, semiconductors and electronics related on the right and vacuum related on the left. This shows that we will consolidate the two like this in the future.

Semiconductors are our specialty. Naturally, semiconductors and electronics for AI-related business will also expand overall, but we believe that new business opportunities will be created for ULVAC through synergies between our specialty areas of analysis and inspection equipment, pumps, power supplies, and other components, and semiconductors and electronics.

In our business portfolio strategy, we will optimize management resources by focusing more on areas with growth potential and high profitability, and by more thoroughly implementing selection and concentration, including withdrawal from unprofitable businesses.

Growth Strategy Transition of Semiconductor & Electronics Composition Ratio

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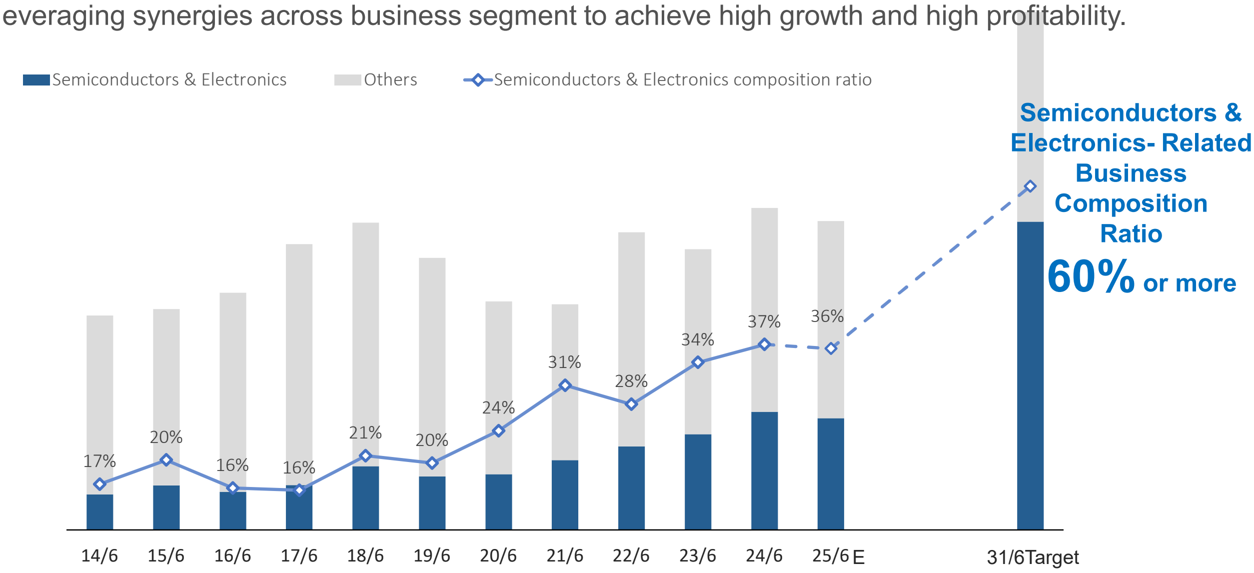
» Based on the lean structure achieved through the Value-Up Plan, we will accelerate our focus on semiconductors & electronics and create new semiconductor & electronics-related businesses by leveraging synergies across business segment to achieve high growth and high profitability.



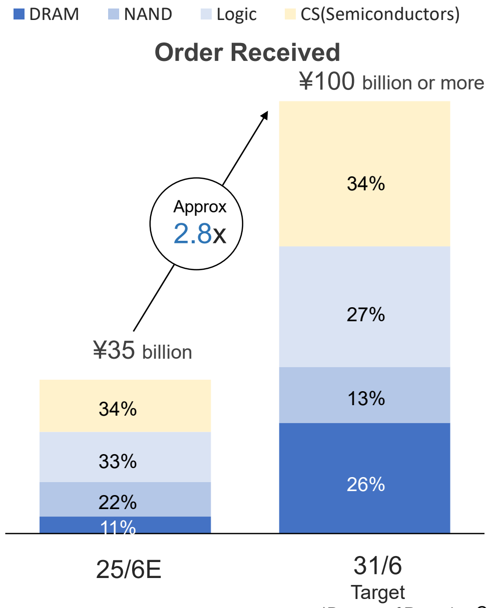
This page shows a graph of transition of our composition ratio of semiconductors and electronics. The blue portion of the bar graph includes semiconductors and electronics, as well as semiconductor-related businesses and components, as I mentioned earlier.

We have set a numerical target for the blue portion, which we intend to raise to 60% or more by FY2031/6, and are determined to do our best to achieve it.

The next three pages explain what the ideas, goals, and actions in each of these areas are.

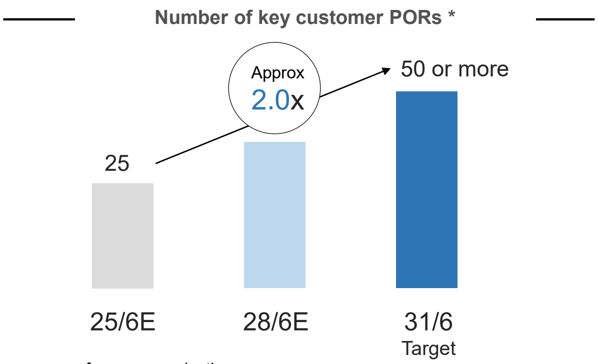
Growth Strategy Semiconductor Growth Scenario

ULVAC



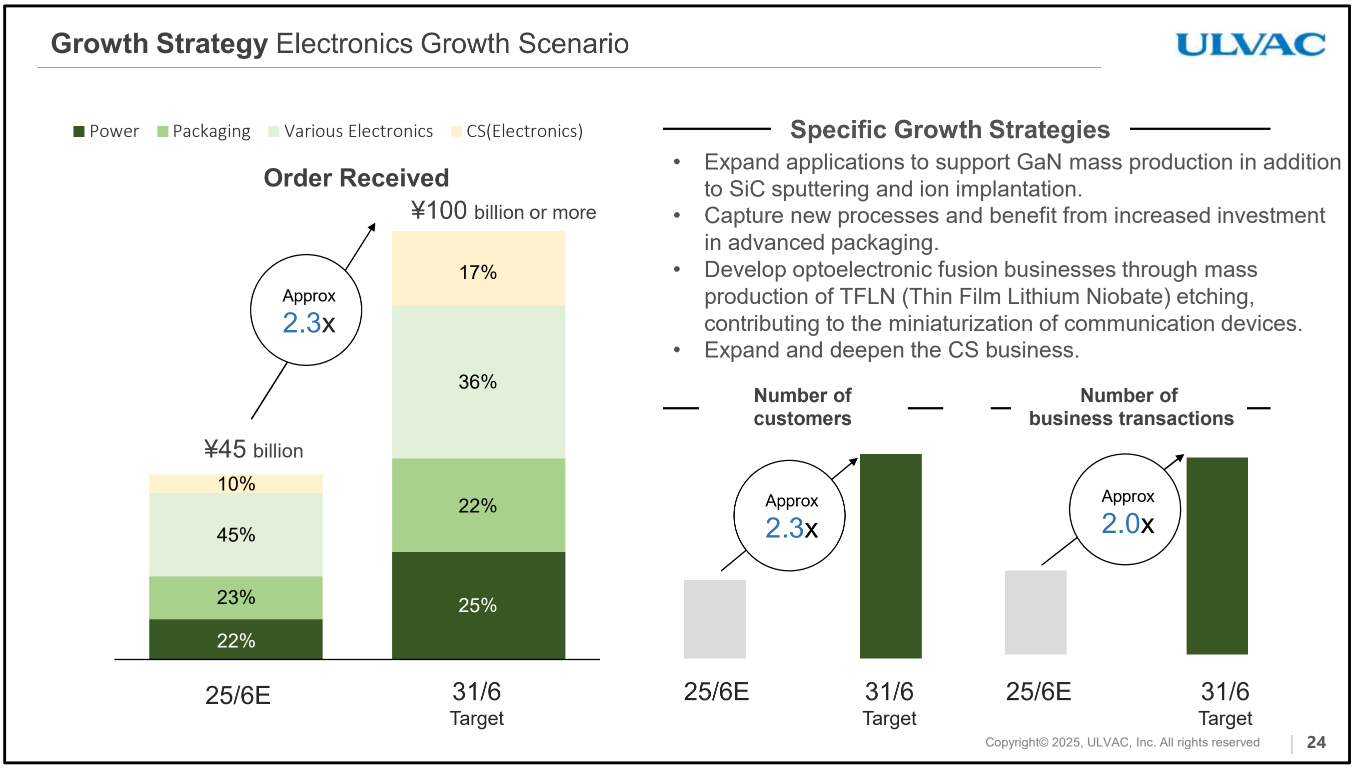
Specific Growth Strategies

- Apply HM (Hard Mask) technology to high-density functional films.
- Establish a top position in HM processes and expand into Cu wiring applications.
- Expand PVD market share by securing advanced logic Cu wiring and post-Cu wiring processes.
- Expand and deepen the CS (Customer Support) business.



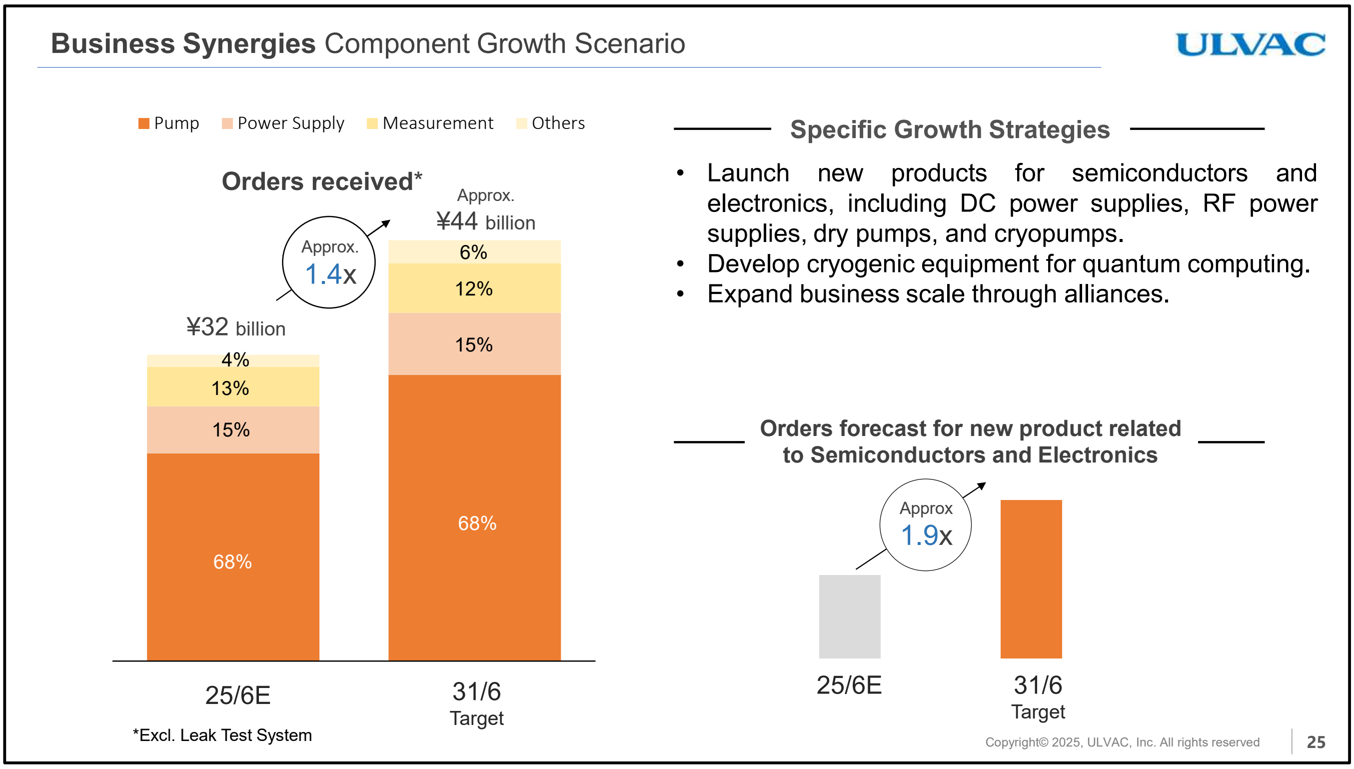
*Process of Record： Certification process for mass production

First of all, for the semiconductor field, we will expand POR more than now in this way. Naturally, we are taking metal hard masks now, and we will expand this further. Furthermore, we would like to expand our business in the area of Cu wiring. By expanding the scope of customer support, we are aiming to expand our business to more than ¥100 billion by FY2031/6.



Next, in the electronics field, in addition to sputter and ion in the SiC area, we would like to firmly grasp the fact that the market is just now beginning to support the mass production of GaN.

In the telecommunications area, the Thin Film Lithium Niobate etching equipment shown here is just the beginning. We would like to ensure that we will take care of this. In electronics, we will more than double the number of business transactions and aim to reach ¥100 billion by FY2031/6, including customer support.



We will introduce new products for the semiconductor and electronics market, such as DC and RF power supplies, dry pumps, and cryopumps.
By leveraging synergies with the equipment business, we will accelerate the development of products that achieve miniaturization, low power consumption, and high reliability.

In the field of cryogenic equipment, we are developing dilution refrigerators for quantum computers and will expand into this promising growth area.
We will also focus on expanding business scale through alliances.

Through these efforts, we aim to increase orders to 44 billion yen by FY2031/6, a 1.4x increase compared to the current level.

Mid-Term Financial Targets KGI

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	FY25/6E	FY31/6 Target
Net Sales (CAGR)	¥250 billion	**¥360 billion** (CAGR 12%) *1
Semiconductors and Electronics related business*2		(CAGR 17%)
Operating Profit Margin	10.8%	**22%**
Semiconductors and Electronics related business*2	13.0%	25%
Semiconductors and Electronics related business*2 **Sales Composition Ratio**	36%	**60% or more**

*1 Calculated based on estimated sales after business reform*2 Based on management accounting figures

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On the last slide, we set out the mid-and-long-term financial targets like this.

We will make a clear distinction from the past, boldly decisively implement business reforms, and build a strong foundation for growth.

Therefore, we established KGI for mid-and-long-term financial targets in figures. Our goals for FY2031/6 are net sales of ¥360 billion and an operating profit margin of 22%.

The sales composition of the highly profitable semiconductors and electronics related business will be raised to more than 60%, which will significantly improve the profitability ratio due to the mixed effects.

In order to realize the above goals without fail, the entire company will work together with more determination and speed than ever before.

Topics

ULVAC

New Long-Term Issuer Rating of "A" from JCR

We have newly obtained a long-term issuer rating of "A" from Japan Credit Rating Agency (JCR). The purpose of obtaining these ratings is to enhance management transparency and strengthen external credibility by receiving objective evaluations from third-party organizations regarding our business activities and financial health.

Developed next-generation dilution refrigerators in collaboration with IBM to support quantum computing advancements.

Superconducting quantum bits (qubits) in quantum computers function only in ultra-low-temperature environments, making advancements in dilution refrigerators essential. Our company develops and manufactures dilution refrigerators and related components in-house, offering products with high cooling performance and scalability.
In Japan's quantum industry, challenges such as long lead times and maintenance issues with overseas products persist. By establishing a domestic production system, we provide rapid support and contribute to the advancement of quantum technology.
Additionally, through collaboration with IBM, we are developing next-generation dilution refrigerator systems, contributing to the global growth of the quantum computing industry and strengthening the supply chain.

Recognition as a "Health & Productivity Management Outstanding Organization 2025 (White 500)"

We have been certified by the Ministry of Economy, Trade, and Industry as a "Health & Productivity Management Outstanding Organization 2025 (White 500).“ Nine domestic group companies have also been recognized in the small and medium-sized enterprise category.
We will continue to prioritize health promotion as a key management issue and further develop our initiatives.

CDP Recognition for "Climate Change 2024" and "Water Security 2024"

We have been awarded a “B” score in the “Climate Change 2024” and “Water Security 2024” reports published by CDP, an international non-profit organization that provides environmental information disclosure systems. This marks the second consecutive year that we have received a “B” score in the climate change category.

Semiconductor Glossary

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- **PVD（Physical Vapor Deposition）**
  A thin-film deposition technology, primarily sputtering for ULVAC.

- **MHM（Metal Hard Mask）**
  A mask film used in etching processes for wiring layer formation. (Sputtering for ULVAC)

- **POR（Process of Record）**
  A certified process used in mass production.

- **HM（Hard Mask）**
  A mask layer formed using PVD (Physical Vapor Deposition) or similar methods.

- **FEOL（Front End of Line）**
  The initial stage of semiconductor manufacturing, forming transistors and other components on silicon wafers.

- **BEOL（Back End of Line）**
  Refers to the latter stage of the semiconductor manufacturing process, where wiring and metal layers are formed to connect devices such as transistors created during the FEOL (Front End of Line) process.

- **GPU（Graphics Processing Unit）**
  A processor designed for high-speed rendering of images and videos. It is also suitable for repetitive calculations, such as addition, subtraction, multiplication, and division, in AI inference.

- **HBM（High Bandwidth Memory）**
  A next-generation memory technology that stacks multiple DRAMs vertically for high speed and density.

- **WLP（Wafer Level Package）**
  A semiconductor packaging technology performed at the wafer level.

- **PLP（Panel Level Package）**
  A packaging technology using panel-shaped substrates instead of wafers.

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