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Name of the Company: ULVAC, Inc.
Name of the Representative: Setsuo Iwashita
President & CEO
(Code No.6728; TSE Prime Market)
Person to contact: Daichi Harada
General Manager of IR Dept.,
Administration HQ
(TEL. 0467-89-2024)

Notice Regarding the Formulation of the New Mid- to Long-Term Management Plan (Value-Up Plan)

We hereby announce that the Board of Directors has resolved to implement a fundamental reform to ensure sustainable growth going forward and to launch the new mid- to long-term management plan, "Value-Up Plan," with FY26/6 as the first year.

Overview of the New Mid- to Long-Term Management Plan (Value-Up Plan)

We aim to enhance corporate value and improve our evaluation in the capital markets by optimizing management resources, accelerating the review of our business portfolio centered on semiconductor electronics, and achieving high growth and high profitability.

- Growth Strategy
 - Accelerate focus on semiconductors and electronics
 - Create new semiconductors and electronics-related businesses by leveraging synergies among businesses
 - Expand business through M&A and other initiatives
- Business Restructuring
 - Scale down and withdraw from low-profit businesses
 - Restructure and streamline group companies and production sites
 - Reduce fixed costs through optimizing personnel and SG&A expenses
- Production Reform
 - Improve production efficiency at production sites
 - Enhance profitability through modular design

(Medium- to Long-Term Financial Targets)

	FY25/6	FY31/6 Target
Net Sales	¥251.2 billion	¥360.0 billion
Semiconductor Electronics-Related Business*1	36%	60% or more
Operating Profit	¥26.5 billion	¥79.0 billion
Operating Profit Margin	10.6%	22.0%
ROE	7.5%	16%

*1 Figures based on management accounting

For more details, please visit our website:
<https://ir.ulvac.co.jp/en/ir.html>