

**FY2022**

# **Consolidated Business Results**

- **Financial Forecast and  
New Mid-Term Management Plan -**

**May 11, 2023**

**SHIBAURA MECHATRONICS CORPORATION**

- 1. Summary of Consolidated Financial Results for the Year Ended March 31, 2023**
2. Consolidated Financial Forecast for the Year Ending March 31, 2024
3. Shibaura Vision 2033, a Long-Term Vision, and New Mid-Term Management Plan (FY2023 to FY2025)

## Summary of Financial Results

### ■ Full-year results

- Income reached a record high. Significant growth in front-end process equipment for semiconductors led to the result.
- Sales and income both increased year on year.

Net sales 61.0 billion yen (1.2 times), Operating income 10.9 billion yen (2.2 times), ROS 17.9% (up 7.6pt)

Contributory factors are an increase in sales of front-end process equipment for semiconductors and the recording of sales of evaluation equipment for rent for which customer evaluations have been completed, among other products.

- Orders received were 76.8 billion yen, a high level achieved due to strong orders for front-end process equipment for semiconductors.
- The planned amount of the year-end dividend is 560 yen, a record high (up 330 yen from the previous year).

## Financial Results (YoY)

Unit: 100 million yen

	FY2021	FY22/H1	FY22/H2	FY2022	YoY rate of change
Net sales	493	293	317	610	+24%
Operating income	50.5	46.0	63.1	109.1	+116%
ROS	10.3%	15.7%	19.9%	17.9%	+7.6pt
Ordinary income	48.8	42.6	62.6	105.1	+116%
Extraordinary losses	6.1	-	-	-	-
Net income	29.8	34.1	57.9	92.0	+208%
ROE	12.8%	-	-	31.9%	+19.1pt
Orders received	709	474	294	768	+8%
FCF	77.9	43.8	-11.9	32.0	-45.9

\* H1 (first half): April-September, H2(second half):October-March  
 SPE: Front and back-end process equipment for semiconductors  
 FPD: Front- and back-end process equipment for FPDs

- Net sales
  - Increased 24% YoY (49.3 ⇒ 61.0 billion yen)
  - Net sales increased in the SPE field but decreased in the FPD field. Overall net sales increased.
- Operating income
  - Increased 116% YoY (5.05 ⇒ 10.91 billion yen)
  - Income increased due in part to an increase in sales of front-end process equipment for semiconductors and recording of sales of evaluation equipment for rent for which customer evaluations have been completed, among other products.
- Net income
  - Increased 208% YoY (2.98 ⇒ 9.20 billion yen)
  - Income increased due to an improvement in operating income and the additional recording of deferred tax assets (0.92 billion yen).
- Orders received
  - Increased 8% YoY (70.9 ⇒ 76.8 billion yen)
  - Orders received for front-end process equipment for semiconductors were firm, but those for back-end process equipment for semiconductors and those in the FPD field were weak. Overall orders received increased year on year.

## Financial Results by Segment (YoY) (i)

\*Fine mechatronics: Front-end process equipment for semiconductors and FPDs

### ■ Fine mechatronics

- Net sales Increased 36% YoY (31.4 ⇒ 42.6 billion yen)  
For front-end process equipment for semiconductors, there was a steady increase for logic/foundry, power devices, and wafers.  
In front-end process equipment for FPDs, net sales declined due mainly to sluggish orders in the previous fiscal year.
- Ordinary income Increased 223% YoY (2.98 ⇒ 9.63 billion yen)  
Income increased significantly due to an increase in sales of front-end processing equipment for semiconductors and the recording of sales of evaluation equipment for rent for which customer evaluations have been completed, among other products.
- Orders received Increased 26% YoY (47.9 ⇒ 60.3 billion yen)  
Orders received for front-end process equipment for semiconductors remained firm overall.  
Orders received for front-end process equipment for FPDs remained sluggish overall.

## Financial Results by Segment (YoY) (ii)

\*Mechatronics systems: Back-end process equipment for semiconductors and FPDs, vacuum equipment

### ■ Mechatronics systems

- Net sales Increased 2% YoY (13.8 ⇒ 14.1 billion yen)
  - Sales of back-end process equipment for semiconductors were sluggish overall but firm for advanced packages.
  - Sales of back-end process equipment for FPDs increased, driven by firm demand for large panels for TVs and monitors.
  - Sales in the vacuum sector increased due to firm sales for electronic components and semiconductors.
- Ordinary income Decreased 17% YoY (2.04 ⇒ 1.69 billion yen)
  - Income decreased due to a fall in sales of back-end process equipment for semiconductors.
- Orders received Decreased by 34% YoY (18.5 ⇒ 12.2 billion yen)
  - Orders received for back-end process equipment for semiconductors remained sluggish due to revisions of investment plans by some customers.
  - Orders received for back-end process equipment for FPDs remained sluggish although orders were received for products for monitor panels and automotive panels.
  - In the vacuum sector, demand for electronic components and semiconductors remained steady.

## Financial Results (vs. previous forecast)

Unit: 100 million yen

	FY2022		
	Previous forecast*1	Results	Rate of change from the previous forecast
Net sales	590	610	+3%
Operating income	100.0	109.1	+9%
ROS	16.9%	17.9%	+1.0pt
Ordinary income	96.0	105.1	+10%
Net income	75.0	92.0	+23%
ROE	26.8%	31.9%	+5.1pt
Orders received	-	768	-

### ■ Net sales

Increased 3% from the previous forecast  
(59.0 ⇨ 61.0 billion yen)

- Sales increased due to an increase in sales of front-end process equipment for semiconductors.

### ■ Operating income

Increased 9% from the previous forecast  
(10.0 ⇨ 10.9 billion yen)

- Income increased due to an increase in sales of front-end process equipment for semiconductors, improvement in profit margin, and the control of expenses.

### ■ Net income

Increased 23% from the previous forecast  
(7.5 ⇨ 9.2 billion yen)

- Net income increased due to an improvement in operating income and the additional recording of deferred tax assets (0.92 billion yen).

## Dividend

The Company targets the consolidated dividend payout ratio to be approximately 30%. Because net income exceeded the previous forecast, the year-end dividend per share is planned to be increased by 50 yen from the previous forecast, to 560 yen. (Up 330 yen YoY)

The amount of dividend was calculated (dividend payout ratio: 29.9%) based on a value excluding an increase in net income (0.92 billion yen) that resulted from the additional recording of deferred tax assets.

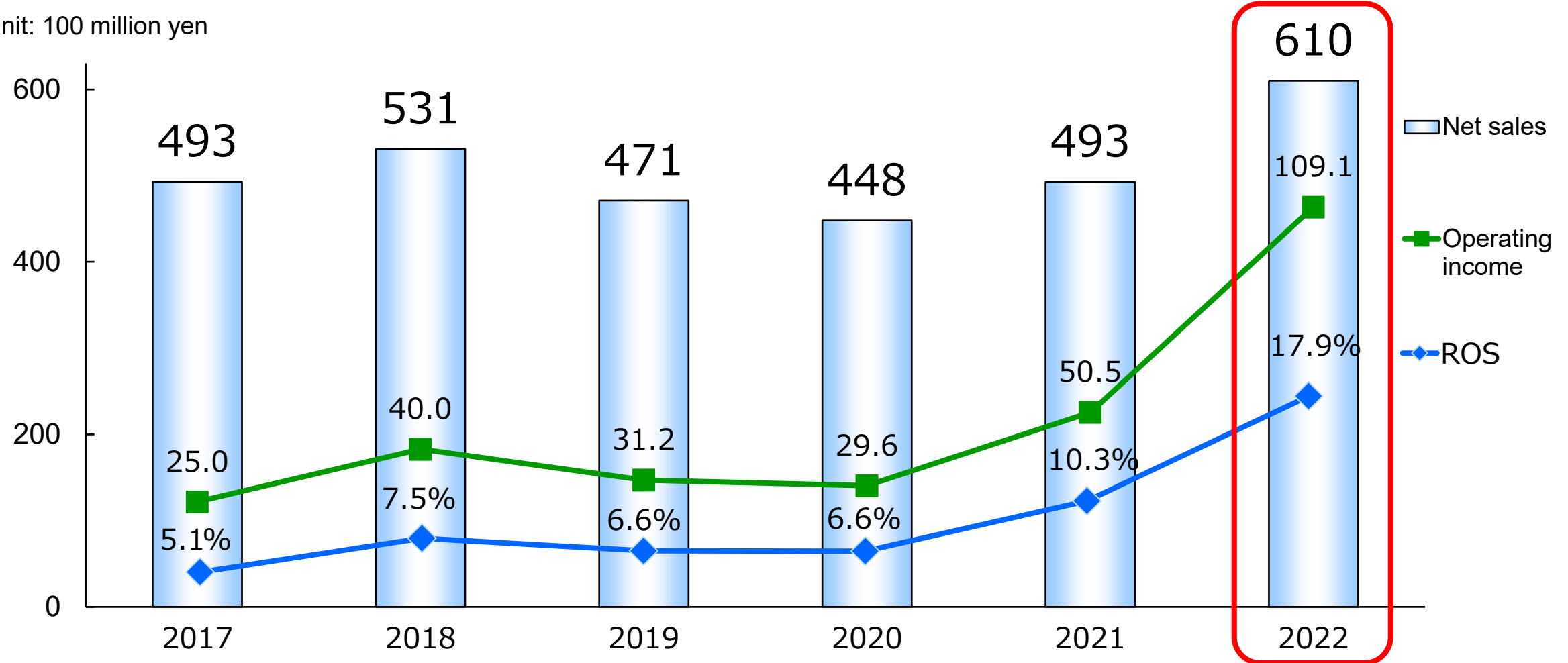
	Dividend at the end of Q2	Year-end dividend	Annual dividend
Year ended March 31, 2023	0 yen	560 yen	560 yen
Year ended March 31, 2023 (previous forecast)	0 yen	510 yen	510 yen
Year ended March 31, 2022	0 yen	230 yen	230 yen



## Sales, Profit and ROS

There was an increase in the SPE field. Sales of rental evaluation equipment for which the customer evaluation has been completed, among other products, were recorded. ROS: 17.9%

Unit: 100 million yen

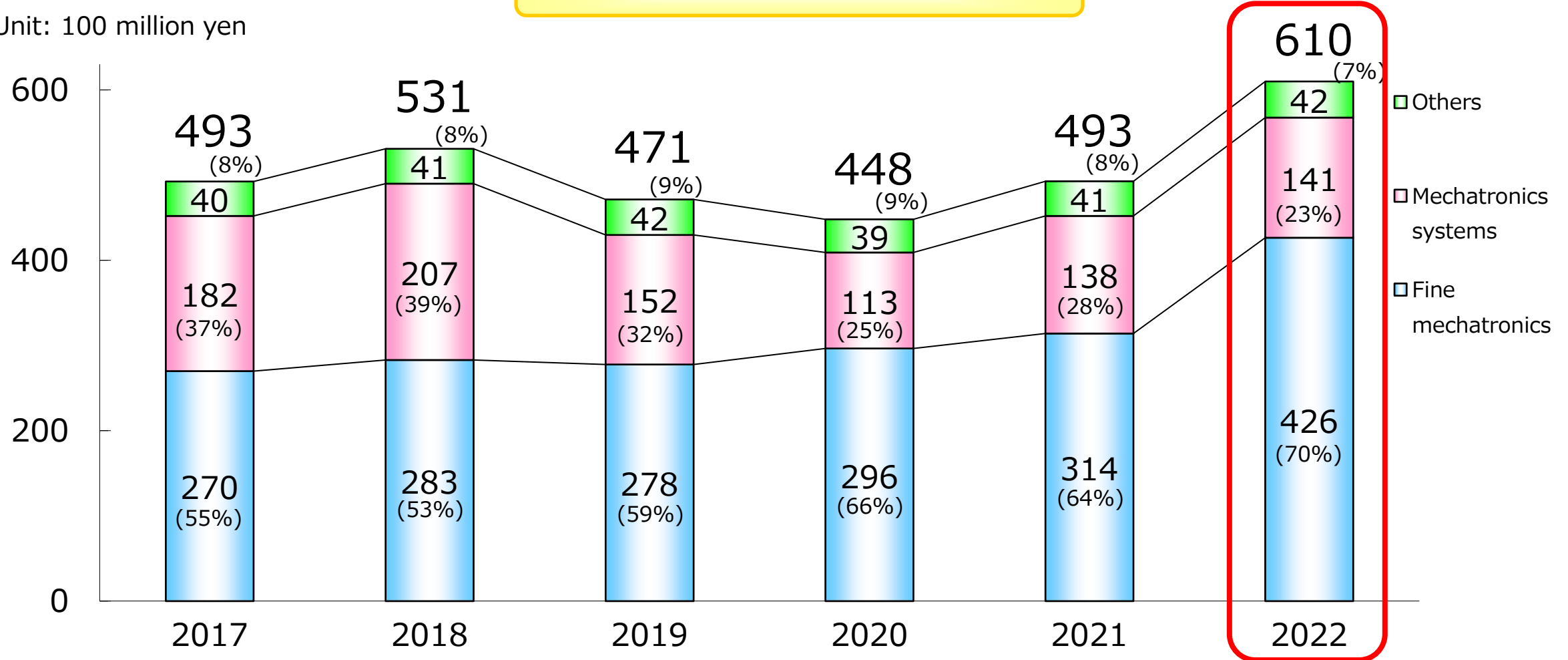


\*Fine mechatronics: Front-end process equipment for semiconductors and FPDs  
 Mechatronics systems: Back-end process equipment for semiconductors and FPDs, vacuum equipment

## Sales by Segment

Fine mechatronics accounts for 70%

Unit: 100 million yen

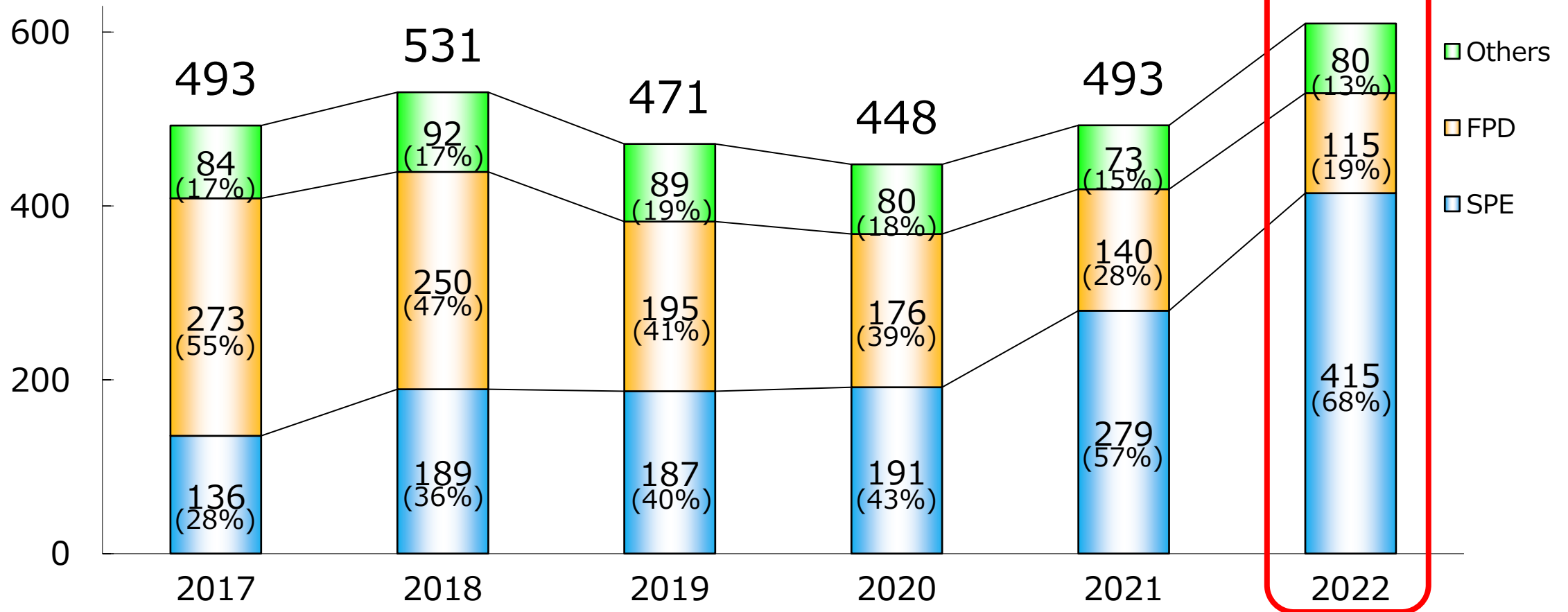


\* SPE: Front and back-end process equipment for semiconductors  
 FPD: Front- and back-end process equipment for FPDs

## Sales by Product Field

Unit: 100 million yen

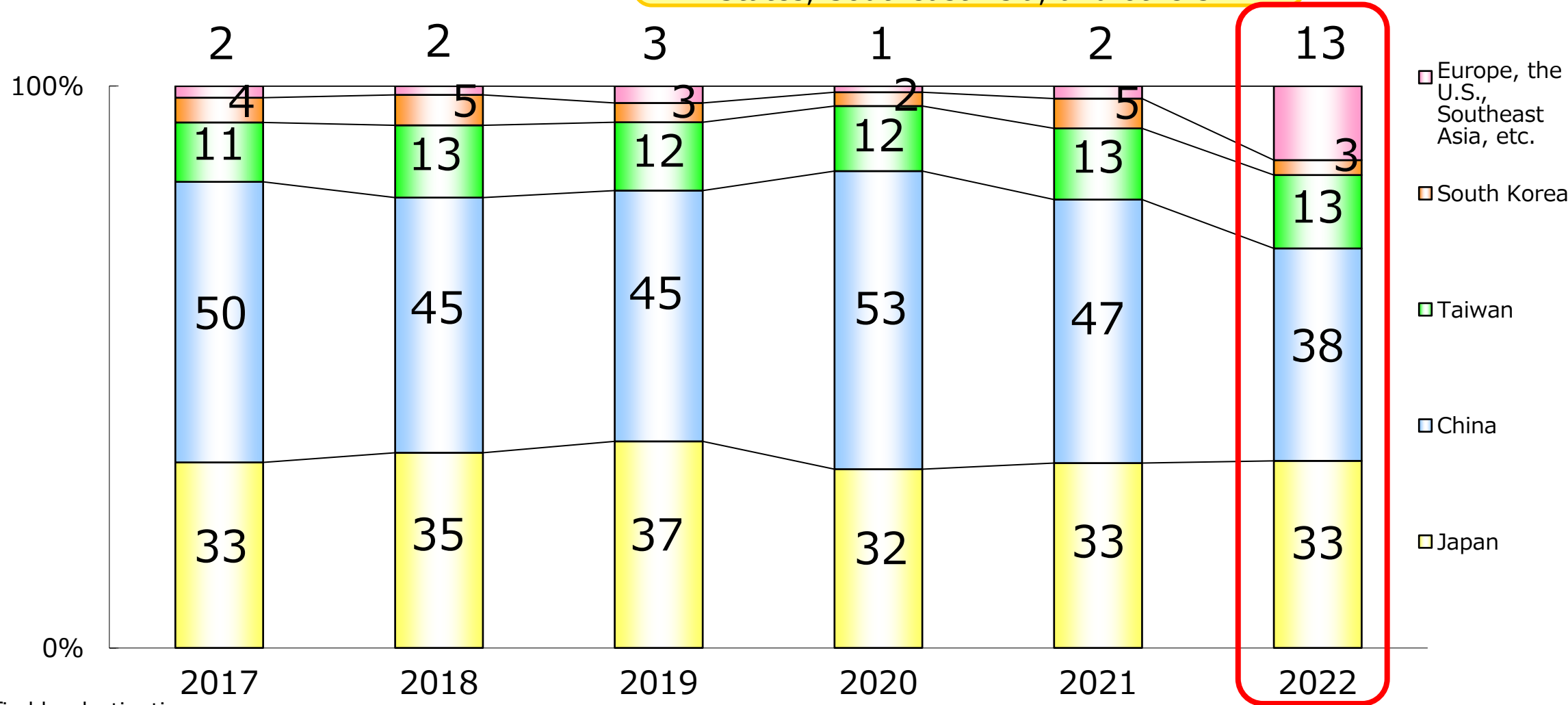
Sales in the SPE field increased significantly, accounting for 68%.



# FY2022 Results (10)

## Sales Ratio by Destination

Overseas sales: 67% (China: 38%)  
Sales increased in Europe and the United States, Southeast Asia, and others.



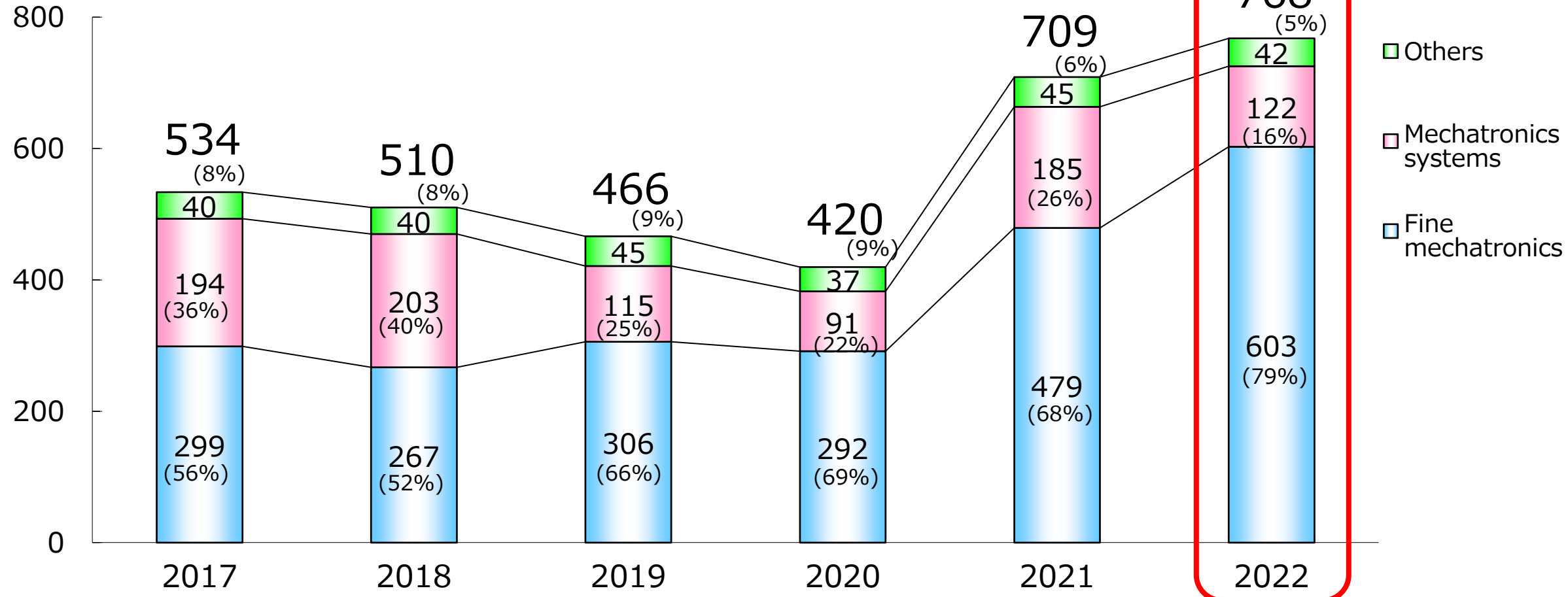
\*Classified by destination  
Smart Solutions & Services for Your Manufacturing

\*Fine mechatronics: Front-end process equipment for semiconductors and FPDs  
 Mechatronics systems: Back-end process equipment for semiconductors and FPDs, vacuum equipment

## Orders Received by Segment

Fine mechatronics accounts for 79%

Unit: 100 million yen



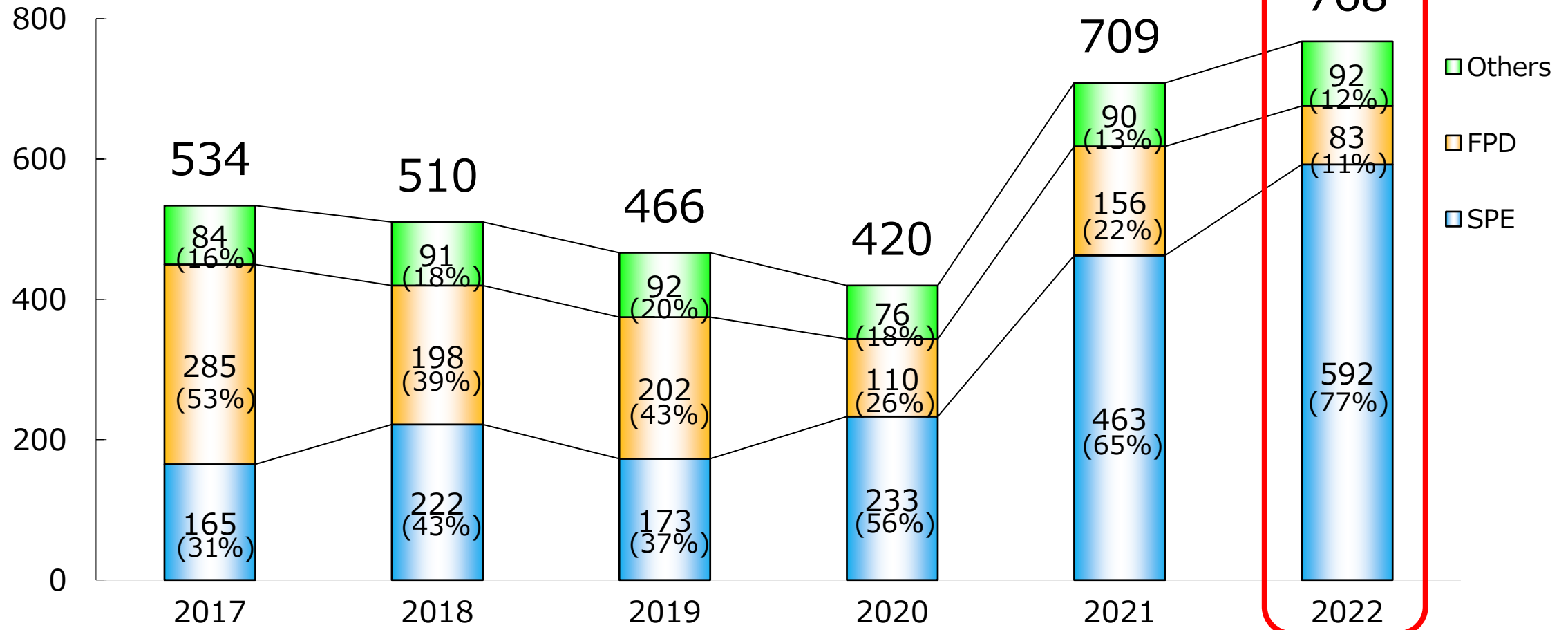
# FY2022 Results (12)

## Order by Product Field

Orders received increased significantly in the SPE field, accounting for 77%.

\* SPE: Front and back-end process equipment for semiconductors  
 FPD: Front- and back-end process equipment for FPDs

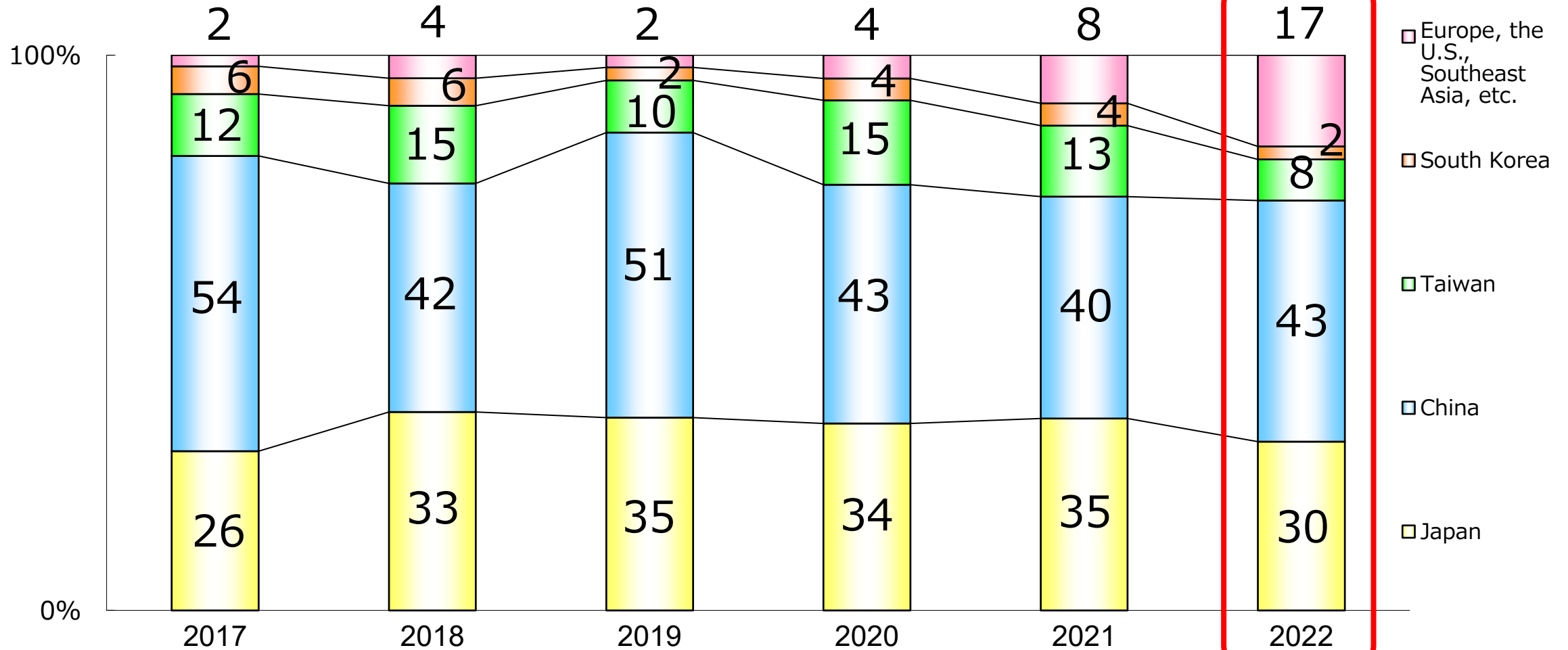
Unit: 100 million yen



# FY2022 Results (13)

## Order Ratio by Destination

Overseas orders: 70% (China: 43%)  
 Orders increased in Europe and the United States, Southeast Asia, and others.



\* Classified by destination

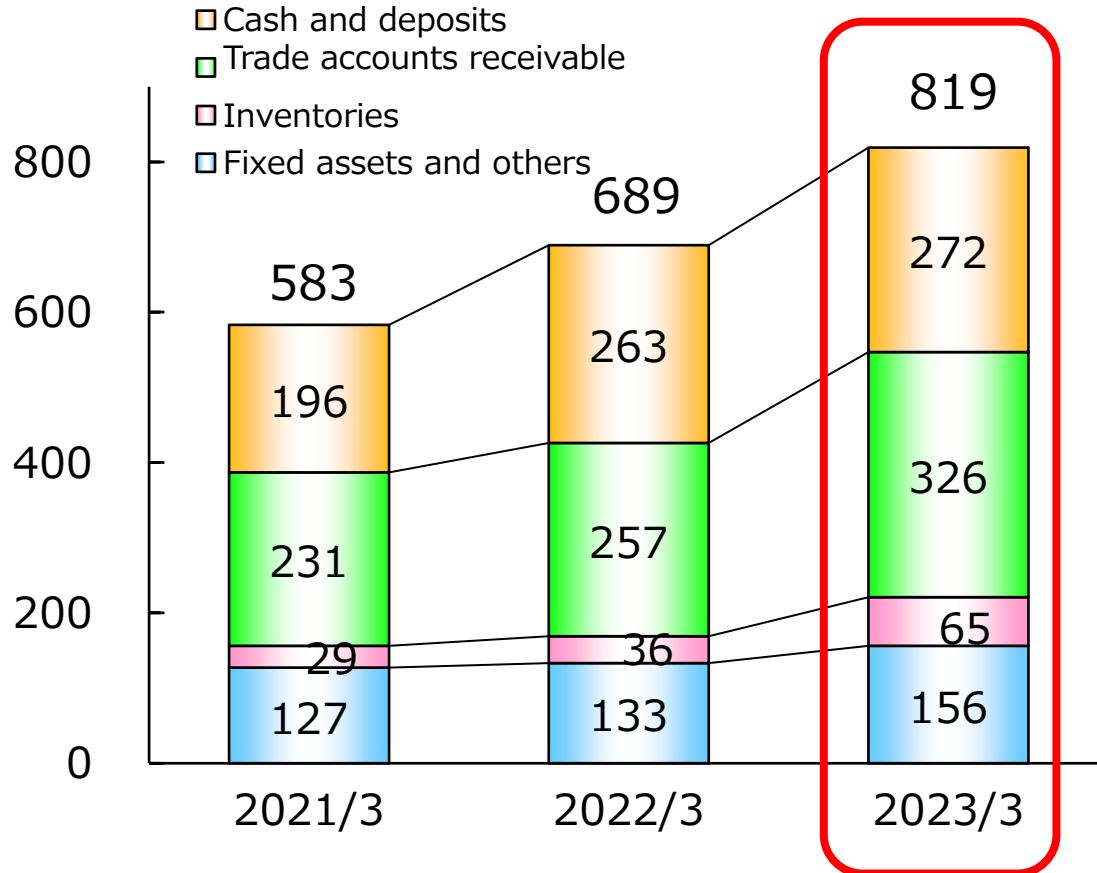
# FY2022 Results (14)

## Balance Sheet

Shareholders' equity ratio 36% ('22/3) → 40% ('23/3)  
 D/E ratio 41% ('22/3) → 27% ('23/3)  
 ROE 12.8% ('22/3) → 31.9% ('23/3)

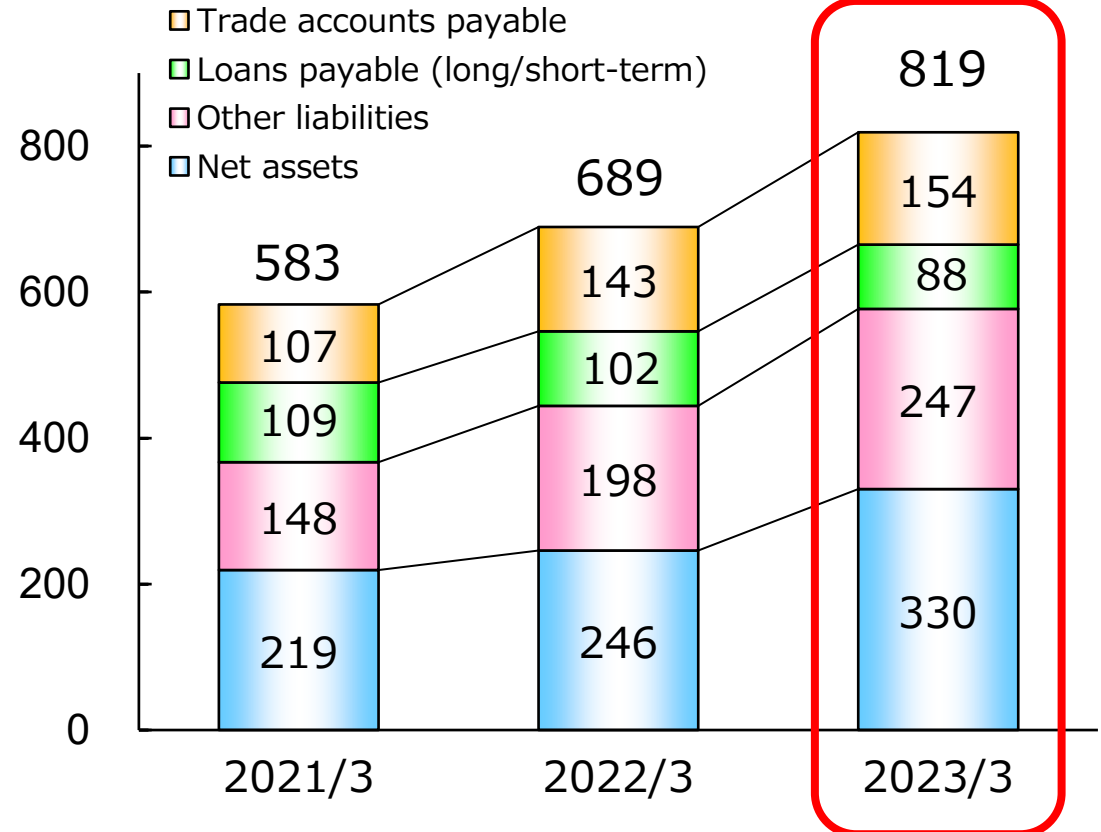
### Assets

Unit: 100 million yen



### Liabilities and Net Assets

Unit: 100 million yen





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## Summary of Financial Forecast

### ■ Business environment

- In the business environment surrounding our company, some investment plans in the semiconductor industry are expected to be revised in the short run.

In the FPD industry, capital investment is expected to decline due to a reactionary reduction in demand from the high levels seen during the COVID-19 pandemic, and is likely to remain at a low level for the long term.

### ■ Full-year financial forecast

- Both sales and income are expected to decline in FY2023 compared to FY2022, when income reached a record high.

Net sales 59.0 billion yen (down 3%), operating income 7.3 billion yen (down 33%)

Investments in R&D, development facilities, and human resources will be driven, which will lower ROS to 12.4% temporarily.

(Cost of growth investment is expected to increase approx. 3.0 billion yen compared to FY2022.)

# Financial Forecast for FY2023 (2)

\* Projections for FY23/H1 and FY23/H2 are for reference.

## Financial Forecast

Unit: 100 million yen

	FY2020	FY2021	FY2022		FY2022	FY2023		FY2023 Forecast	YoY rate of change
			FY22/H1	FY22/H2		FY23/H1 projection	FY23/H2 projection		
Net sales	448	493	293	317	610	260	330	590	-3%
Operating income	29.6	50.5	46.0	63.1	109.1	31.0	42.0	73.0	-33%
ROS	6.6%	10.3%	15.7%	19.9%	17.9%	11.9%	12.7%	12.4%	-5.5pt
Ordinary income	28.2	48.8	42.6	62.6	105.1	28.0	39.0	67.0	-36%
Net income	19.7	29.8	34.1	57.9	92.0	23.0	29.0	52.0	-44%
ROE	9.5%	12.8%	-	-	31.9%	-	-	15.0%	-16.9pt
FCF	74.1	77.9	43.8	-11.9	32.0	-	-	30.0	-2.0

## Dividend Forecast

The Company targets the consolidated dividend payout ratio to be approximately 30%. For the year ending March 31, 2024, we plan to issue a year-end dividend of 120 yen, because there will be a 3-for-1 stock split. (Equivalent to 360 yen before the split)

	Dividend at the end of Q2	Year-end dividend	Annual dividend
Year ending March 31, 2024	0 yen	*120 yen	*120 yen
Year ended March 31, 2023	0 yen	560 yen	560 yen
Year ended March 31, 2022	0 yen	230 yen	230 yen
Year ended March 31, 2021	0 yen	110 yen	110 yen

\* A 3-for-1 stock split is planned, with the effective date being October 1, 2023.

## Stock Split and Cancellation of Treasury Shares

### ■ Stock split

The stock split is aimed at reducing the investment unit and building an environment that facilitates investments by investors, so as to expand the investor base.

Ratio of the split	To be split by the ratio of 3 shares for each share		Now	After the stock split
Record date	September 30, 2023	Total number of issued shares	4,657,300 shares	13,971,900 shares
Effective date	October 1, 2023	Total number of authorized shares	10,000,000 shares	30,000,000 shares

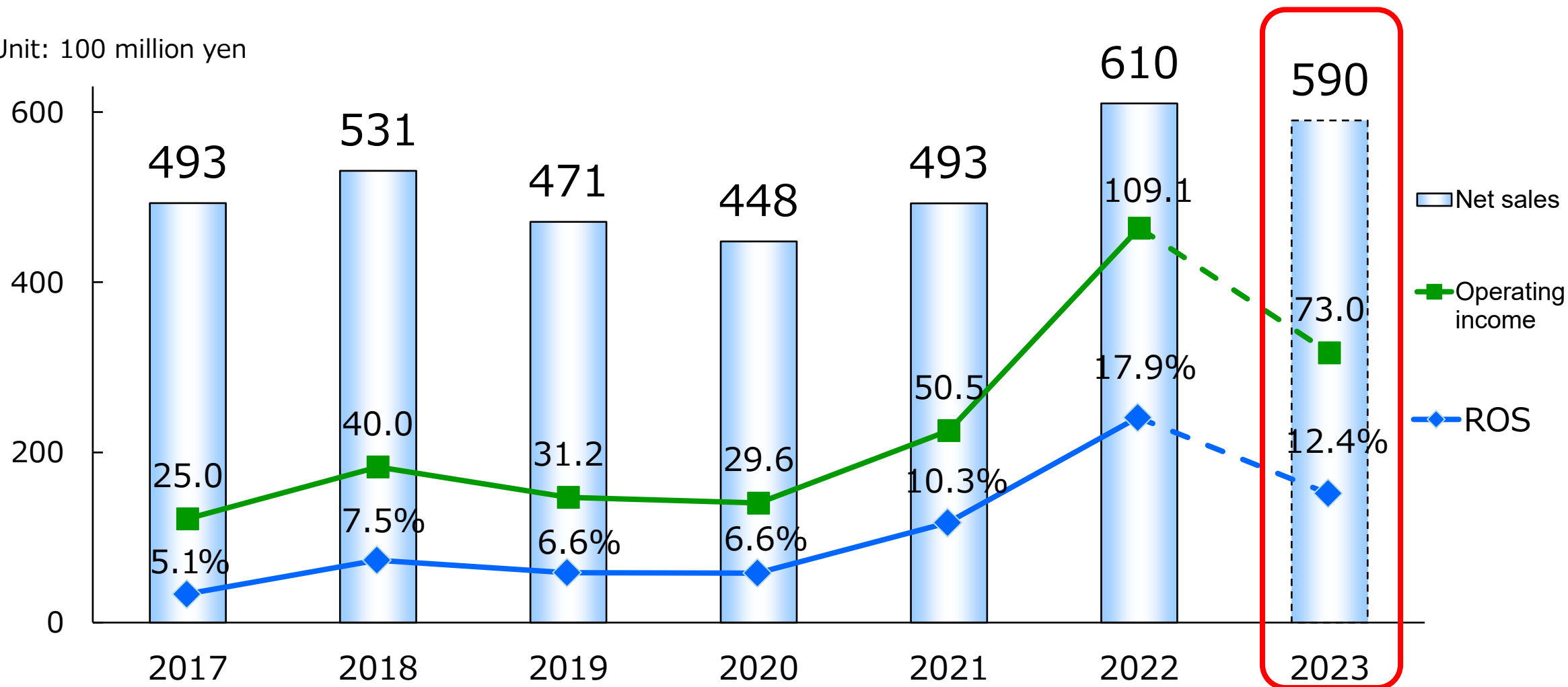
### ■ Cancellation of treasury shares

We will cancel 535,319 treasury shares (10.3% of the total number of issued shares before the cancellation) with May 31, 2023 as the scheduled date.

\* Details are described in the Notice Regarding Stock Split and Partial Amendment to the Articles of Incorporation Due to Stock Split and Notice Regarding Cancellation of Treasury Shares, which were published today (May 11, 2023).

## Sales, Profit and ROS

Unit: 100 million yen



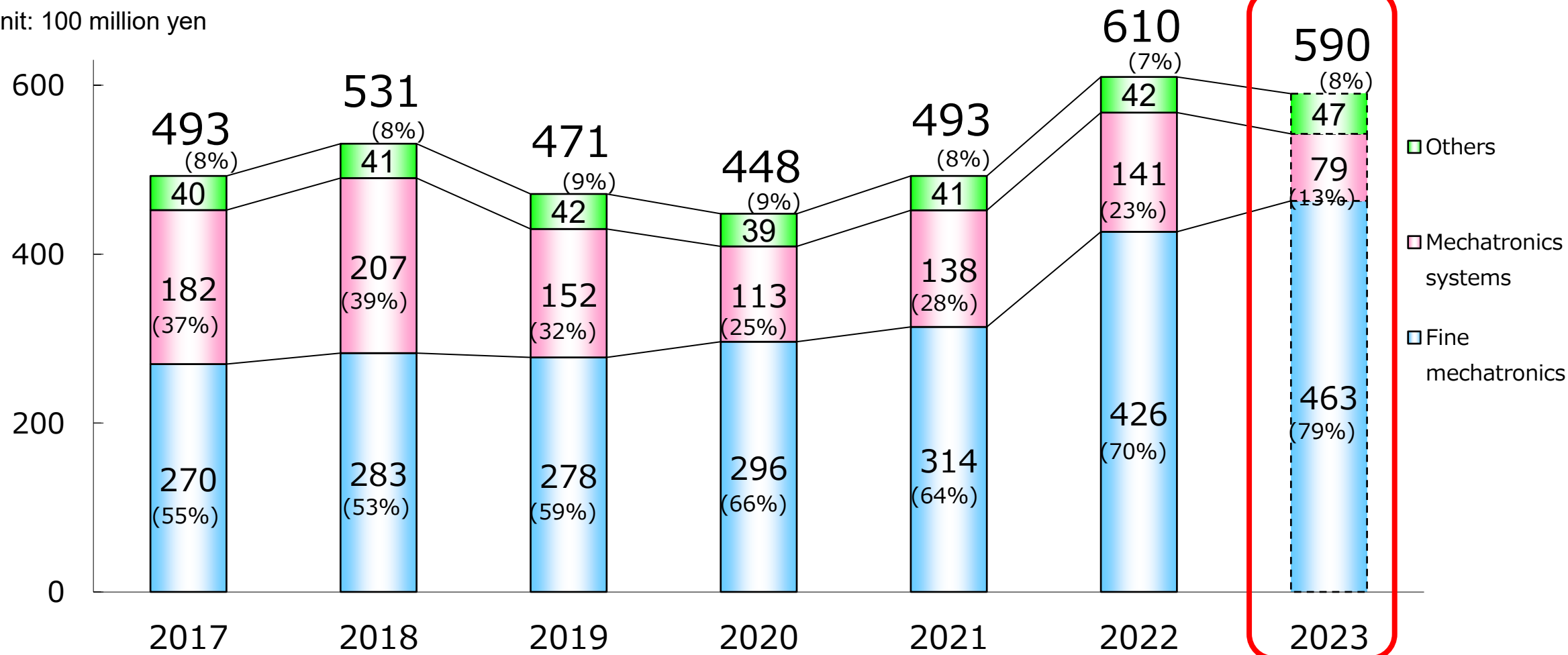
# Financial Forecast for FY2023 (6)

## Sales by Segment

Fine mechatronics accounts for 79%

\*Fine mechatronics: Front-end process equipment for semiconductors and FPDs  
 Mechatronics systems: Back-end process equipment for semiconductors and FPDs, vacuum equipment

Unit: 100 million yen



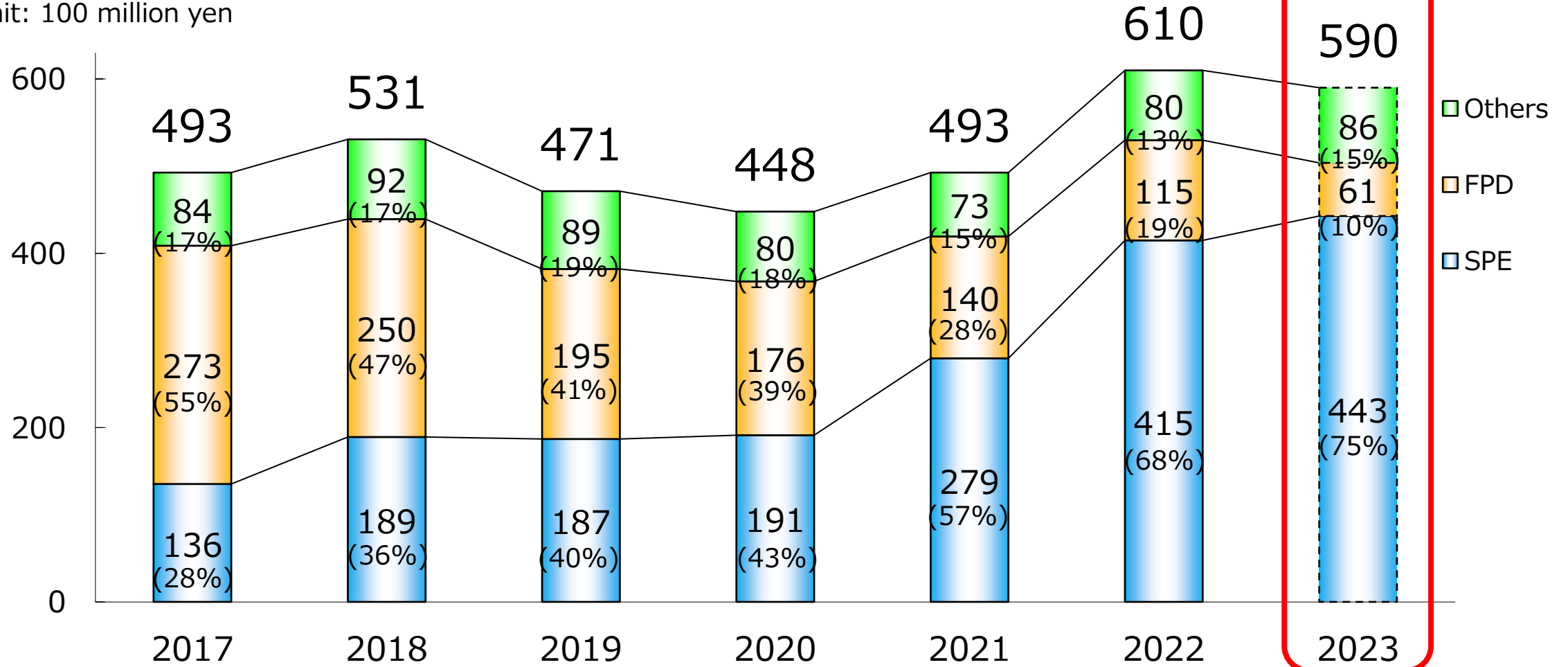
# Financial Forecast for FY2023 (7)

## Sales by Product Field

Sales in the SPE field are expected to increase to 75%.

\* SPE: Front and back-end process equipment for semiconductors  
 FPD: Front- and back-end process equipment for FPDs

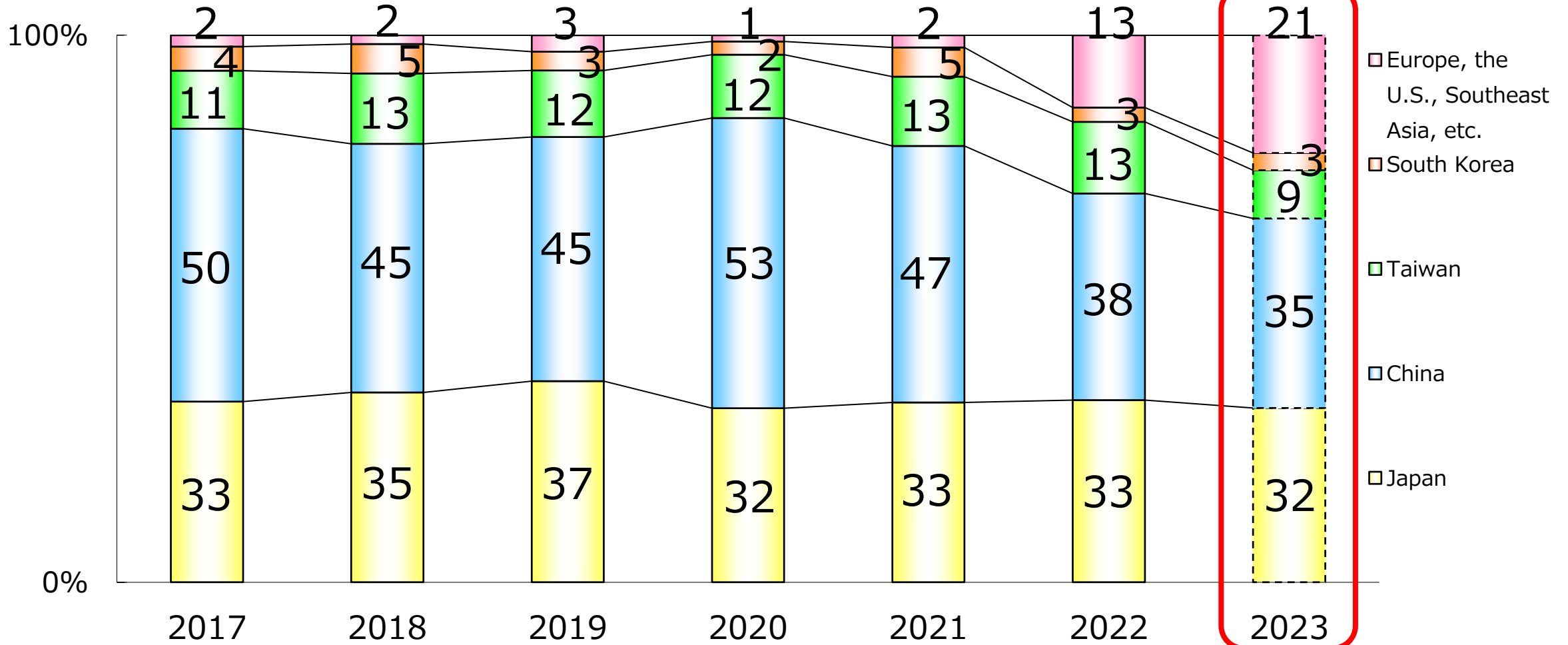
Unit: 100 million yen





## Sales Ratio by Destination

Overseas sales: 68% (China: 35%)  
Sales increased in Europe and the United States, Southeast Asia, and others.



\* Classified by destination

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# Review of the Previous Mid-Term Management Plan (1)

## Policy of the Previous Mid-Term Management Plan

2014-2016

- Mainly focused on FPD field -

2017-2019

- Growth in SPE field -

2020-  
Pursuing our future vision

SPE

Expansion of  
global niche  
top products

Improvement  
of  
profitability

Stronger  
presence in  
the SPE field

FPD

### Future Vision

- ◆ Contribute not only to IoT, 5G and AI technologies but also to the data society that will develop further in the coming years by providing cutting edge technologies through manufacturing equipment for semiconductors and FPD. -- From manufacturing to creating value --
- ◆ Grow into a corporate group that demonstrates its presence at the top of the global niche in the SPE field and as a major supplier in the FPD field.

# Review of the Previous Mid-Term Management Plan (2)

## Initial Targets and Results

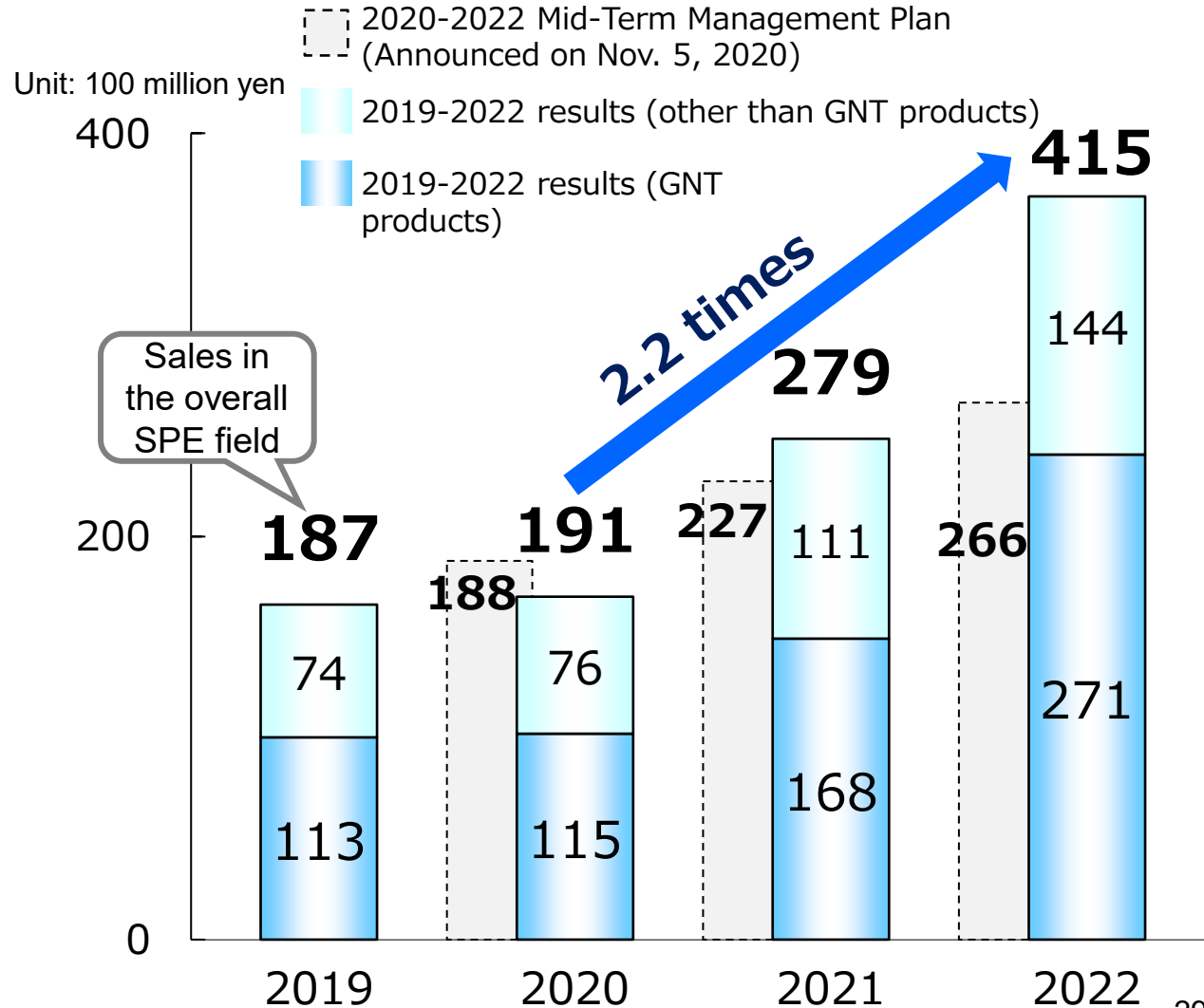
The initial targets were far exceeded in the final fiscal year of the 3-year mid-term plan.

Unit: 100 million yen

	Initial targets (Announced on November 2020)			Results			
	2020	2021	2022	2020	2021	2022	Compared with 2022 target
Net sales	460	480	510	448	493	610	+19.6%
Operating income	30.0	38.5	51.0	29.6	50.5	109.1	+113.9%
ROS	6.5%	8.0%	10.0%	6.6%	10.3%	17.9%	+7.9Pt
ROE	9.5%	11.5%	13.0%	9.5%	12.8%	31.9%	+18.9Pt

# Review of the Previous Mid-Term Management Plan (3)

## Global niche top products - Stronger presence in the SPE field



## Groups of global niche top products in the period of 2020-2022 Mid-Term Management Plan (GNT products)

Process	Applicable Equipment	Main Applicable Products, etc.
Si wafer manufacturing	Single Si wafer cleaning equipment	300 mm wafer (prime, reclaim)
Photomask manufacturing	-Etching equipment -Single wafer cleaning equipment	Blanks, PSM, EUV mask, next-generation EUV mask
Wafer process	Single wafer phosphoric acid etching equipment	Logic/foundry
Module process	High-accuracy flip chip bonder	FO-WLP/PLP, 2.5D, CoW hybrid bonding

# Review of the Previous Mid-Term Management Plan (4)

## Policy, Plan, and Results

FY2022 sales of GNT products as compared to FY2020

Si wafer manufacturing	4.4 → 13.5 billion yen	(3.1 times)
Photomask manufacturing	0.4 → 4.9 billion yen	(12.3 times)
Wafer process	4.2 → 4.4 billion yen	(1.0 times)
Module process	2.5 → 4.3 billion yen	(1.7 times)

Expansion of global niche top products

Stronger presence in the SPE field

Improvement of profitability

- Front-end process equipment: Single Si wafer cleaning equipment drove the increase in orders received and sales.
- Back-end process equipment: Growth was achieved in bonders for advanced packages, mainly ones for logic.

Profit margin increased significantly overall due to the stronger presence in the SPE field and initiatives advanced in each field.

- ROS... '20: 6.6% ⇒ '22 result: 17.9%

Research and development

Collaboration with other companies

Service Business

- Focused mainly on the SPE field, according to the policy
- The actual total amount of investment made in the three years was 8.2 billion yen, compared to 9.0 billion yen in the overall plan.
- The number of items on which collaborations were made, the number of collaboration partners, and the size of the collaborations' contribution to sales all increased, but particularly in the SPE field.
  - Number of major items: 17 → 35
  - Ratio to sales: Approx. 12% → Approx. 32%
- Overseas services were expanded in response to the growing overseas sales ratio.
- The target sales ratio for FY2022, which was 23%, was not achieved, with the actual ratio being 20%.

**Achievements and issues ➡ Continuing to take initiatives from a long-term perspective for the next growth**

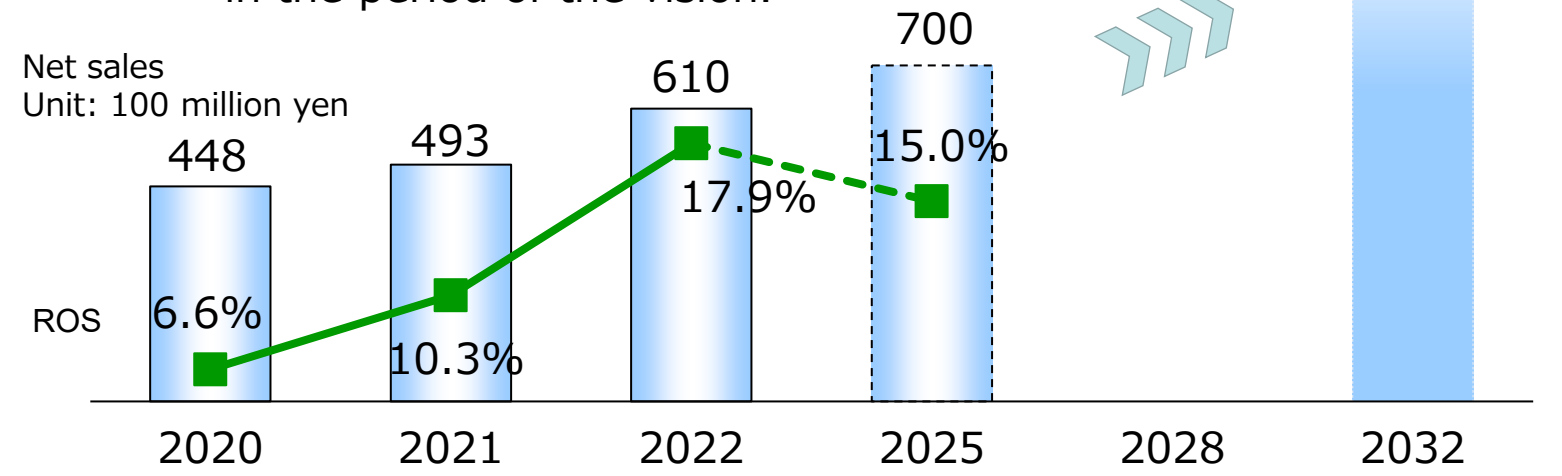
## Shibaura Vision 2033

Social changes and issues we have perceived	
Market	<ul style="list-style-type: none"> <li>Expansion of markets, including semiconductor and FPD markets, associated with progress in digital society such as IoT, (Beyond) 5G, AI, AR, and VR</li> </ul>
Technology	<ul style="list-style-type: none"> <li>Development and manufacturing of highly advanced semiconductors</li> <li>Developing and securing engineers</li> </ul>
Environment	<ul style="list-style-type: none"> <li>Considerations for carbon neutrality and environmental impact</li> <li>Effective use of resources</li> </ul>
Stable supply	<ul style="list-style-type: none"> <li>Growing demand for semiconductors, securing supply, and supply shortages</li> <li>Greater diversity and a higher level of required functionality</li> <li>Concern over geopolitical risks</li> </ul>

## Vision in 10 Years

**A corporate group which comprehends future issues of society and customers and the potential needs that exist there, makes suggestions and gives solutions actively, and achieves growth with customers**

We aim to achieve  
 - net sales of 100.0 billion yen or more  
 and  
 - ROS of 20% or higher  
 in the period of the vision.



## Priority Initiatives for Achieving the Vision

### Priority Initiatives

#### Portfolio

- SPE: Further expansion centered on the expansion of global niche top products
- FPD: Expansion of new products and products for the next generation

#### Technology

- Comprehending issues and needs, developing technologies leading to solutions, and application of the technologies to products and services
- Increasing the overall added value by suggesting products and services in a more integrated manner

#### Human resources

- Enhancing the capabilities of human resources who play the leading role in achieving the vision and recruiting human resources actively for sustainable growth
- Operational productivity improvement, including the promotion of DX

#### Finance

- Firmly maintaining financial discipline with an awareness of both growth potential and capital efficiency
- Realizing cash allocation with importance attached to business growth and shareholder returns

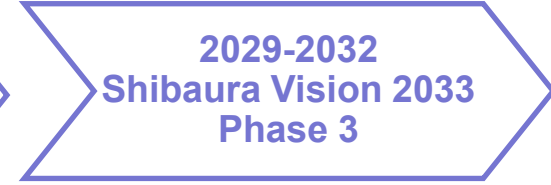


# New Mid-Term Management Plan 2023-2025 (1)

## Position of the New Mid-Term Management Plan

April 1, 2023-March 31, 2033

Achievement of Vision



Aiming to achieve operating income exceeding 10.0 billion yen again by reinforcing the foundations for future growth, with investing in sustainable growth being the key initiative

### <FY2025 Targets>

Net sales	70.0 billion yen
Operating income	10.5 billion yen
ROS	15%
ROE	17%

Four key initiatives

- (1) An even stronger presence in the SPE field
- (2) Investments for sustainable growth
- (3) Comprehending issues and needs
- (4) Driving sustainable management linked with material issues

# New Mid-Term Management Plan 2023-2025 (2)

## Annual Targets (i)

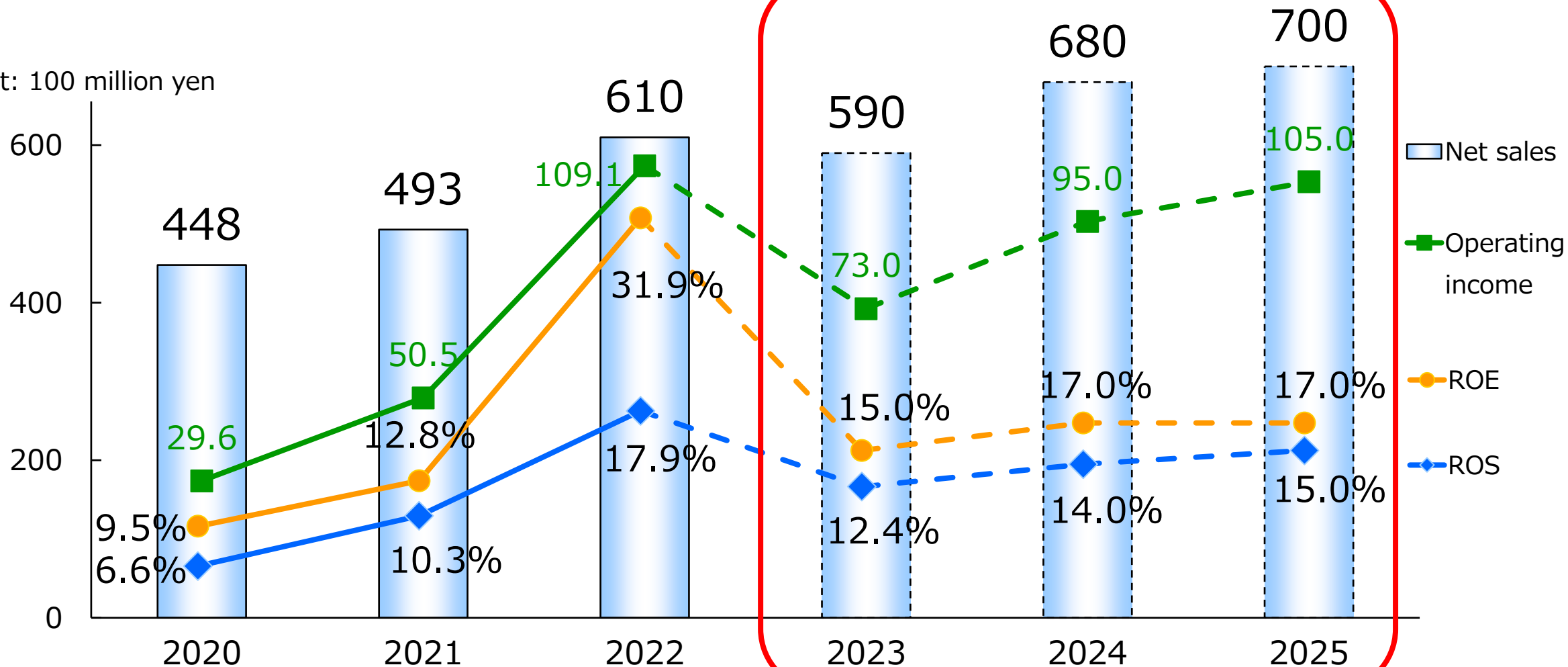
Unit: 100 million yen

	FY2022 (Results)	2023-2025 Mid-Term Management Plan Annual targets in Phase 1 of Shibaura Vision 2033		
		FY2023 (Forecast)	FY2024	FY2025
Net sales	610	<b>590</b>	<b>680</b>	<b>700</b>
Operating income	109.1	<b>73.0</b>	<b>95.0</b>	<b>105.0</b>
ROS	17.9%	<b>12.4%</b>	<b>14.0%</b>	<b>15.0%</b>
ROE	31.9%	<b>15.0%</b>	<b>17.0%</b>	<b>17.0%</b>

# New Mid-Term Management Plan 2023-2025 (3)

## Annual Targets (ii)

Unit: 100 million yen



# New Mid-Term Management Plan 2023-2025 (4)

## Market Conditions and Our Direction in Each Field (i)

\*1 Source: TechInsights Manufacturing Analysis Inc. 2023-4

\*2 Source: Display Supply Chain Consultants, LLC 2023-4  
Calendar years. Graphs prepared by our company.

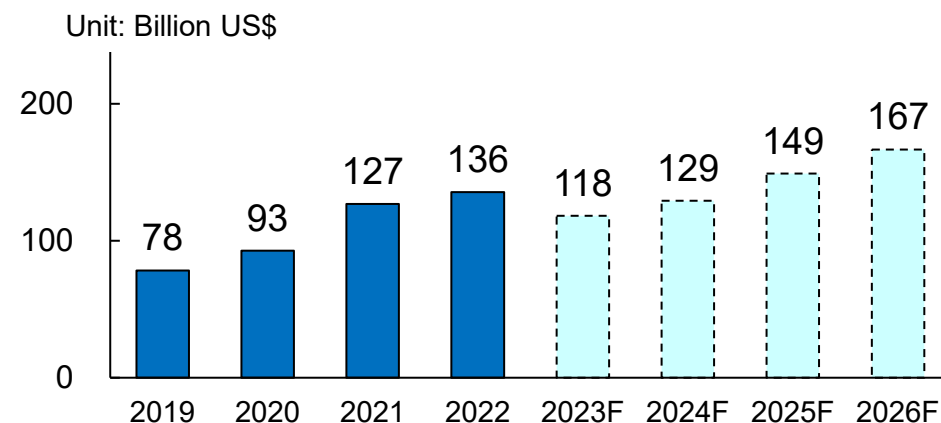
S  
P  
E

- Demand for semiconductors will remain strong in the medium to long run given progress in the digitalization of society.
- Demand for manufacturing equipment is also expected to be driven.
- We will strengthen export control and continue paying close attention to events which could be risks, such as the status of procurement of components and materials.



We will continue to drive the development and sales of equipment for next-generation/advanced semiconductors, which has a track record and strengths.

■ Forecast sales of semiconductor manufacturing equipment\*1



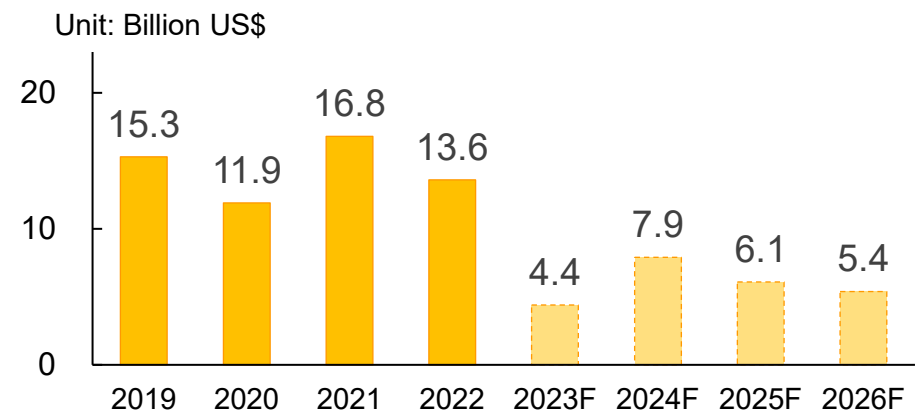
F  
P  
D

- FPD is a technology and product that is essential in the digitalization of society.
- Capital investment demand is forecast to be recovering in FY2024.
- A recovery in capital investment demand and the rise and expansion of the market for new/next-generation displays are expected.



We will firmly maintain our position as a major supplier and focus our efforts on the development and sales expansion of products for new/next-generation displays.

■ Forecast sales of FPD manufacturing equipment\*2



## Market Conditions and Our Direction in Each Field (ii)

### Vacuum application

- Demand will remain for vacuum application technologies, which have been used in a wide range of industries and fields.
- It is hoped that, with the future digitalization of society, demand will grow in markets related to the shift of automobiles to EVs, telecommunications (5G), and energy, among others.



Above all, we will aim to enhance our presence in the fields of electronic components and telecommunication devices. We will advance initiatives such as contributing to future products from major customers in Japan and serving overseas customers.

### Healthcare

- While the current mainstream method of attaching tablet identification codes in Japan is engraving, it is likely that the ratio of printing will increase and that there will be a shift from stamping printing to inkjet printing.
- It is hoped that demand will increase for the inkjet tablet printing systems applying our core technologies.



We will increase our domestic market share and lead it to the expansion of recurring business in consumables.  
We will also focus our efforts on expansion into overseas markets.

\*The models are examples.

## Four Key Initiatives (i): Even Stronger Presence in the SPE Field (i)

### Si wafer manufacturing



Single Si wafer cleaning equipment

### Photomask manufacturing

Photomask etching equipment



Photomask cleaning equipment

### Module process



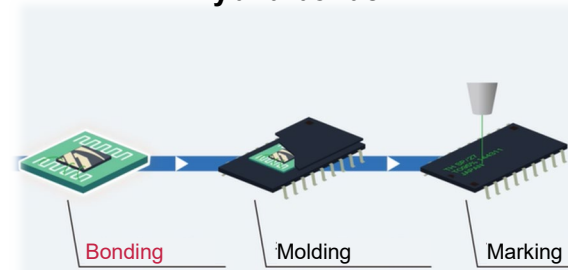
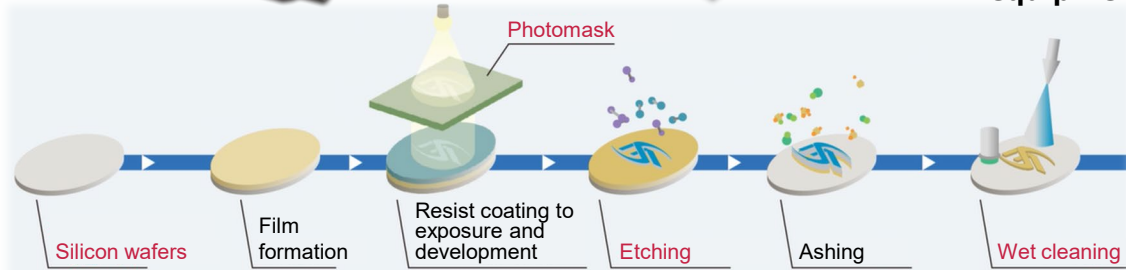
Ultra-high-accuracy hybrid bonder



High-accuracy 2.5D bonder



High-accuracy FO-PLP bonder



### Other notable products



Chemical dry etching equipment

### Wafer process



Single wafer phosphoric acid etching equipment

### New GNT products

**Focusing efforts on creation and expansion**

- Keeping the groups of products for the four processes positioned as groups of GNT products
- Pursuing a stronger presence in the SPE field with the groups of GNT products at the core
- Creating new GNT products

## Four Key Initiatives (i): Even Stronger Presence in the SPE Field (ii)

- Increasing market share further by expanding existing groups of GNT products with our extensive track record in multiple aspects (applications, customers, and areas)
- Sowing the seeds for the expansion of next-generation GNT products by continuing to develop new models and new products
- Further strengthening collaborations with external parties such as customers and research institutes
- Securing staff and areas that enable us to respond flexibly to production increases

### Si wafer manufacturing

Maintaining and increasing market share by taking advantage of our track record in single wafer cleaning equipment

### Photomask manufacturing

Aiming to increase the share of etching equipment in the market of next-generation EUV and the share of cleaning equipment by launching a new model incorporating a freeze cleaning technology

### Wafer process

Planning to launch single wafer phosphoric acid etching equipment featuring high productivity as well as equipment for memories

Continuing development efforts to address future issues, taking advantage of our track record

### Module process

Aiming to establish a position in the market with the ultra-high-accuracy hybrid bonder

### Others

Increasing the share of chemical dry etching equipment in the market of next-generation power semiconductors

Focusing efforts on the creation of new GNT products incorporating our proprietary technologies

# New Mid-Term Management Plan 2023-2025 (8)

## Four Key Initiatives (ii): Investments for Sustainable Growth

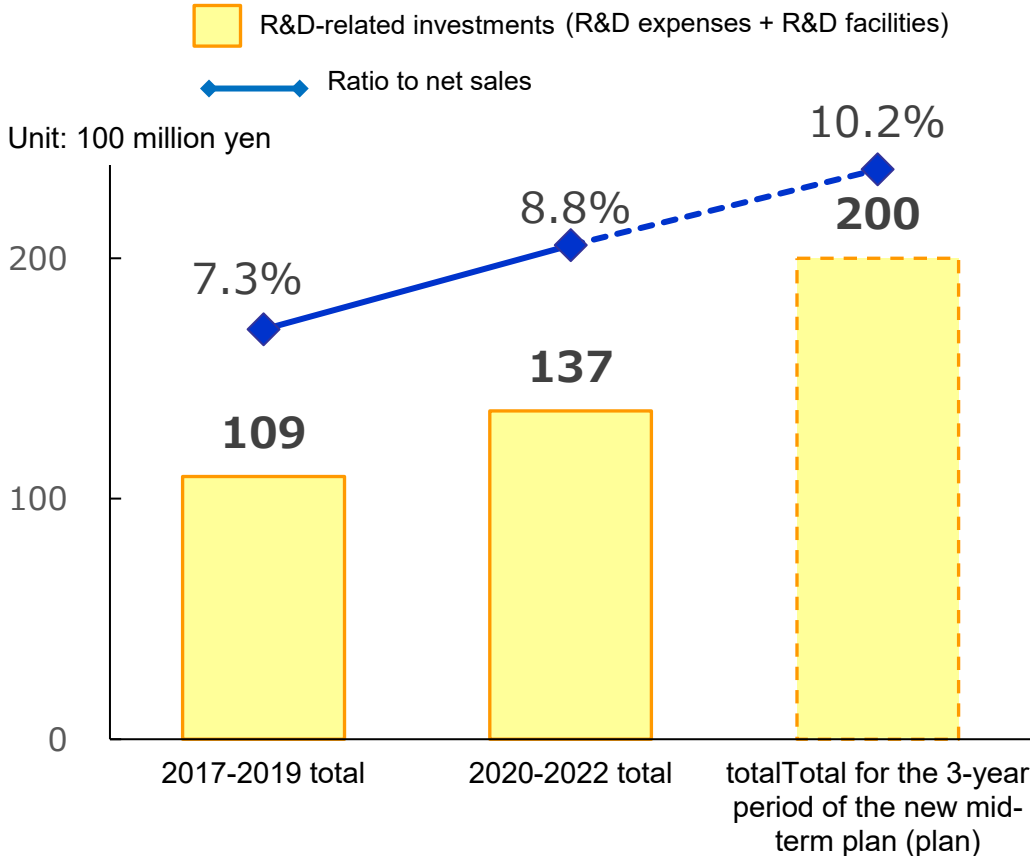
### R&D-related investments

- Continuing to invest R&D expenses in the SPE field and focus our efforts on it
- Enhancing evaluation equipment as well to build a system for more aggressive development and evaluation
- Planning to invest approx. 20.0 billion yen in the 3-year period of the new mid-term management plan

### Human resources

- Aggressive recruitment and development from a long-term perspective
- Building systems and the environment to enable them to work more vibrantly

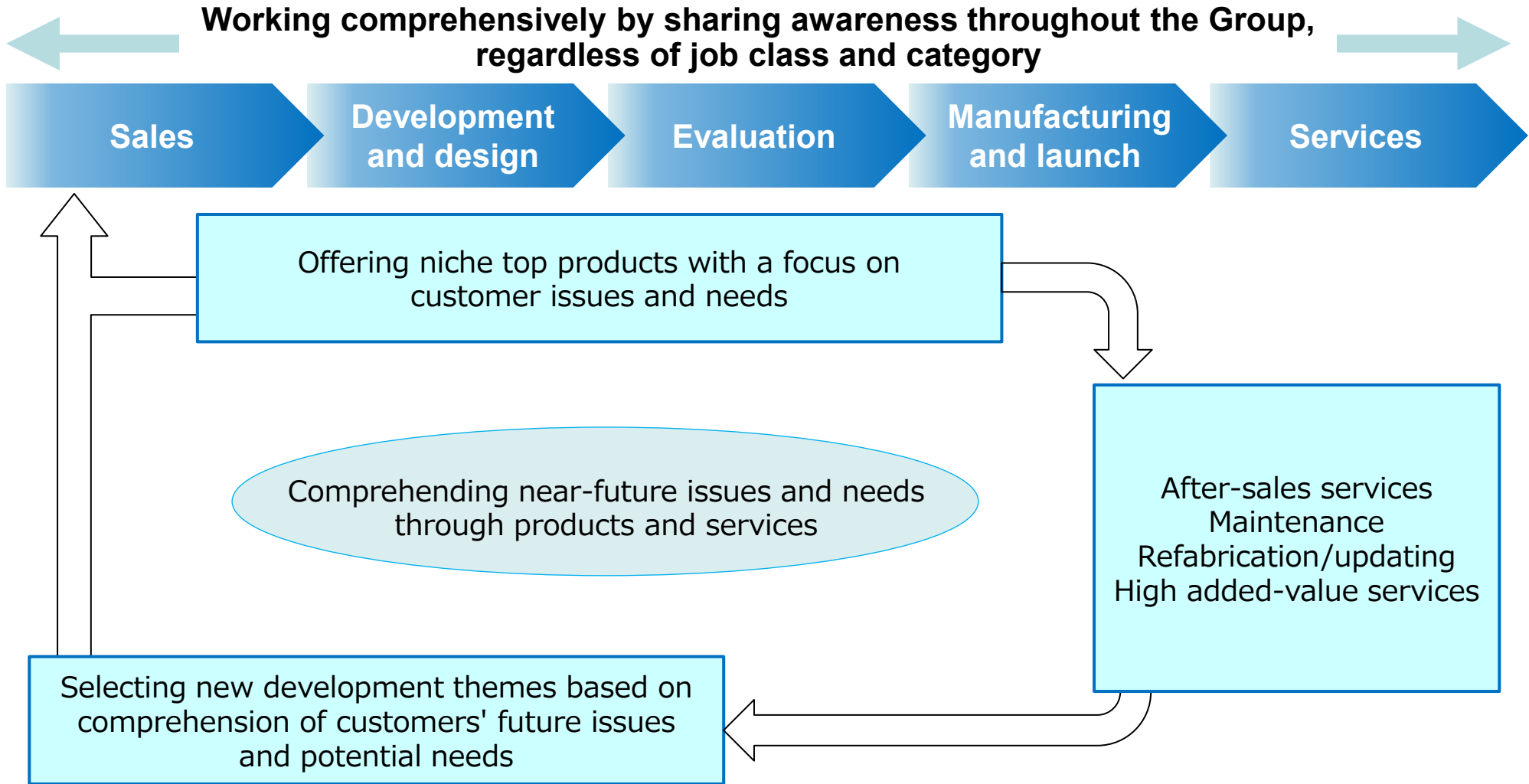
■ Changes in the amount of R&D-related investments and its ratio to net sales (Total for the period of each 3-year mid-term plan)





# New Mid-Term Management Plan 2023-2025 (9)

## Four Key Initiatives (iii): Comprehending Issues and Needs



# New Mid-Term Management Plan 2023-2025 (10)

## Four Key Initiatives (iv): Driving Sustainable Management Linked with Material Issues (i)

### Material issues to work on through business

**Developing and offering the most advanced technologies to contribute to digitalized society**

Developing and offering the most advanced technologies in anticipation of social changes, so as to create a wealthier, more creative society that uses digital technologies



**R&D and manufacturing processes to help maintain and improve industrial competitiveness**

Strengthening the development of manufacturing human resources, creating intellectual property, and deepening management, thus maintaining and improving the industrial competitiveness that we have as a globally operating company



**Developing and offering eco-friendly products to contribute to a green society**

Developing technologies and processes for reducing energy consumption and the amount of raw materials used, thus facilitating the development and provision of products which reduce the environmental impact throughout their lifecycle



**Quality and services to contribute to customers' stable operations and productivity**

Continuing global, resilient supply and the operation of manufacturing equipment, thus maintaining continuous development of customers



**Working on material issues which are linked directly to business, aiming to enrich people's lives and enhance our corporate value through accumulated efforts to create value and profit**

# New Mid-Term Management Plan 2023-2025 (11)

## Four Key Initiatives (iv): Driving Sustainable Management Linked with Material Issues (ii)

### Material issues as the foundation of value creation

<p><b>Responding to climate change</b></p>	<p>Reducing CO2 emissions 50% (To be achieved by FY2030/Compared to the FY2019 level)</p>						
<p><b>Reducing environmental impact</b></p>	<ul style="list-style-type: none"> <li>- Reducing waste (recycling rate of 99% or higher)</li> <li>- Ratio of net sales of environmentally friendly products to net product sales to be 85%</li> </ul>						
<p><b>Building an environment in which diverse human resources can play active roles</b></p>	<ul style="list-style-type: none"> <li>- Ensuring diversity in the promotion of core human resources (Increasing the ratio of female managers to 10% by FY2033)</li> </ul>						
<p><b>Enhancing supply chain management</b></p>	<ul style="list-style-type: none"> <li>- Partnership rooted in relationship of trust and provision of open opportunities</li> </ul>						
<p><b>Strengthening governance</b></p>	<ul style="list-style-type: none"> <li>- Improving the effectiveness of the Board of Directors</li> <li>- Driving sustainable management aggressively and actively</li> </ul>						

**Redefining our existing CSR activities as initiatives to work on sustainability-related issues and associating them with the material issues, thereby developing them into initiatives which lead to the medium- to long-term enhancement of our corporate value**

## Smart Solutions & Services *for Your Manufacturing*

We will facilitate customer manufacturing through the three S: “Smart”, “Solutions”, and “Services”.

Forward-looking statements including business forecasts contained in this document are based on information currently available to the company and certain assumptions the company deems reasonable, and the Company does not guarantee that they will be realized.

Please note that actual results may differ materially due to various factors.

END

# Appendix

## Financial Results

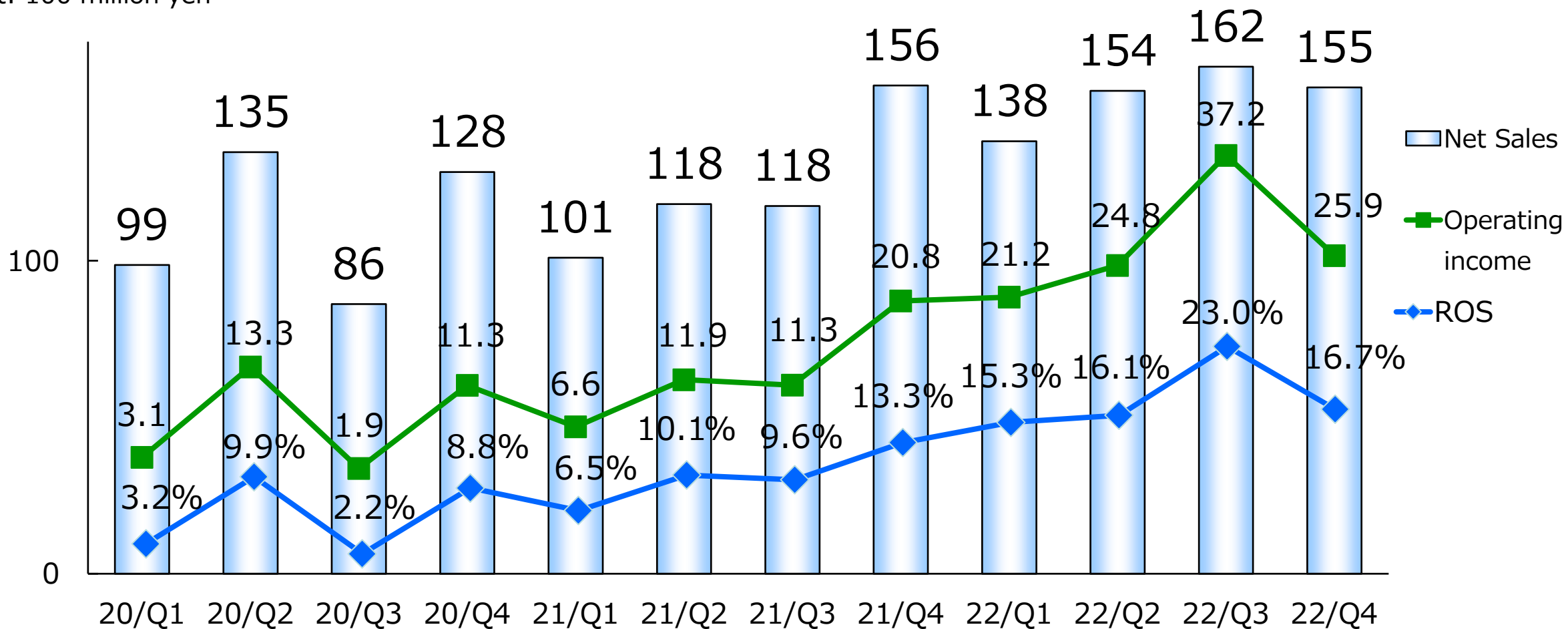
Unit: 100 million yen

	Results					
	2017	2018	2019	2020	2021	2022
Net sales	493	531	471	448	493	610
Operating income	25.0	40.0	31.2	29.6	50.5	109.1
ROS	5.1%	7.5%	6.6%	6.6%	10.3%	17.9%
Ordinary income	23.5	37.8	27.7	28.2	48.8	105.1
Net income	17.5	24.8	19.4	19.7	29.8	92.0
ROE	10.7%	14.4%	10.2%	9.5%	12.8%	31.9%
Dividend	80 yen	140 yen	110 yen	110 yen	230 yen	560 yen

# Quarterly Change (1)

## Sales, Profit and ROS

Unit: 100 million yen



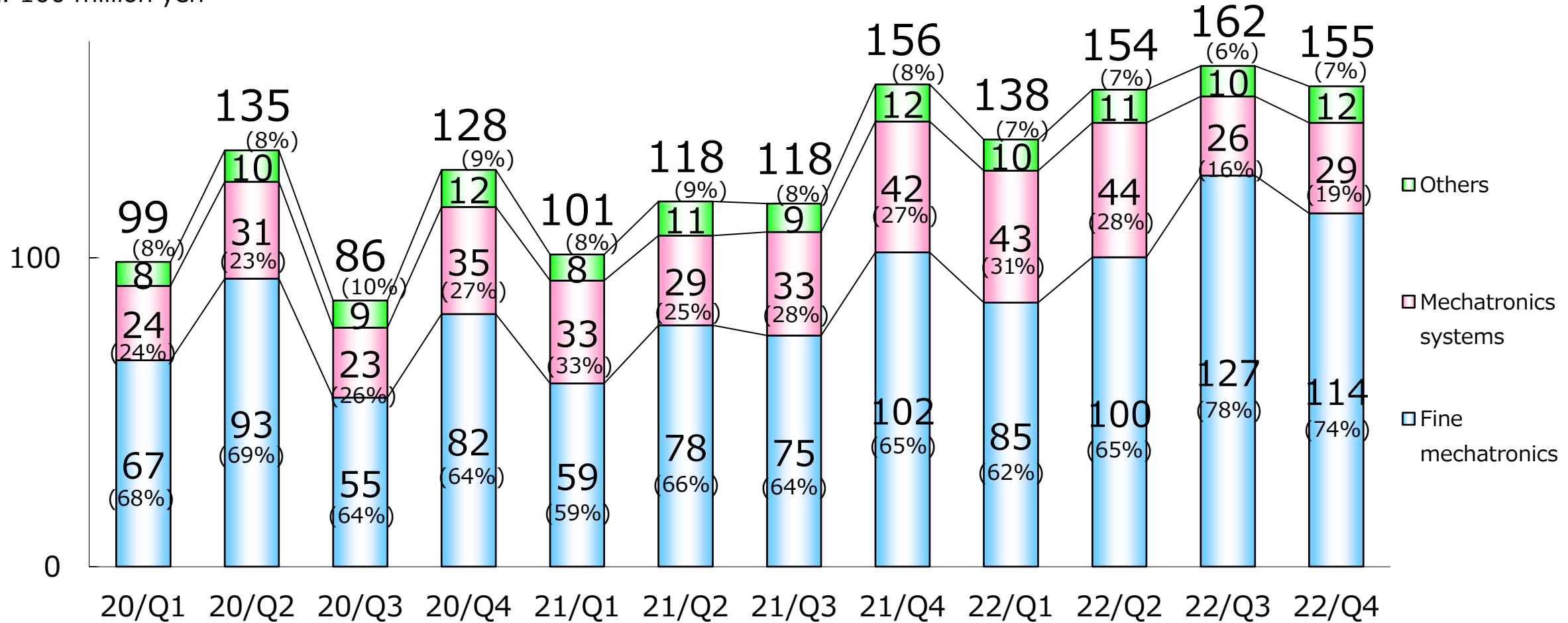


# Quarterly Change (2)

## Sales by Segment

\*Fine mechatronics: Front-end process equipment for semiconductors and FPDs  
 Mechatronics systems: Back-end process equipment for semiconductors and FPDs, vacuum equipment

Unit: 100 million yen

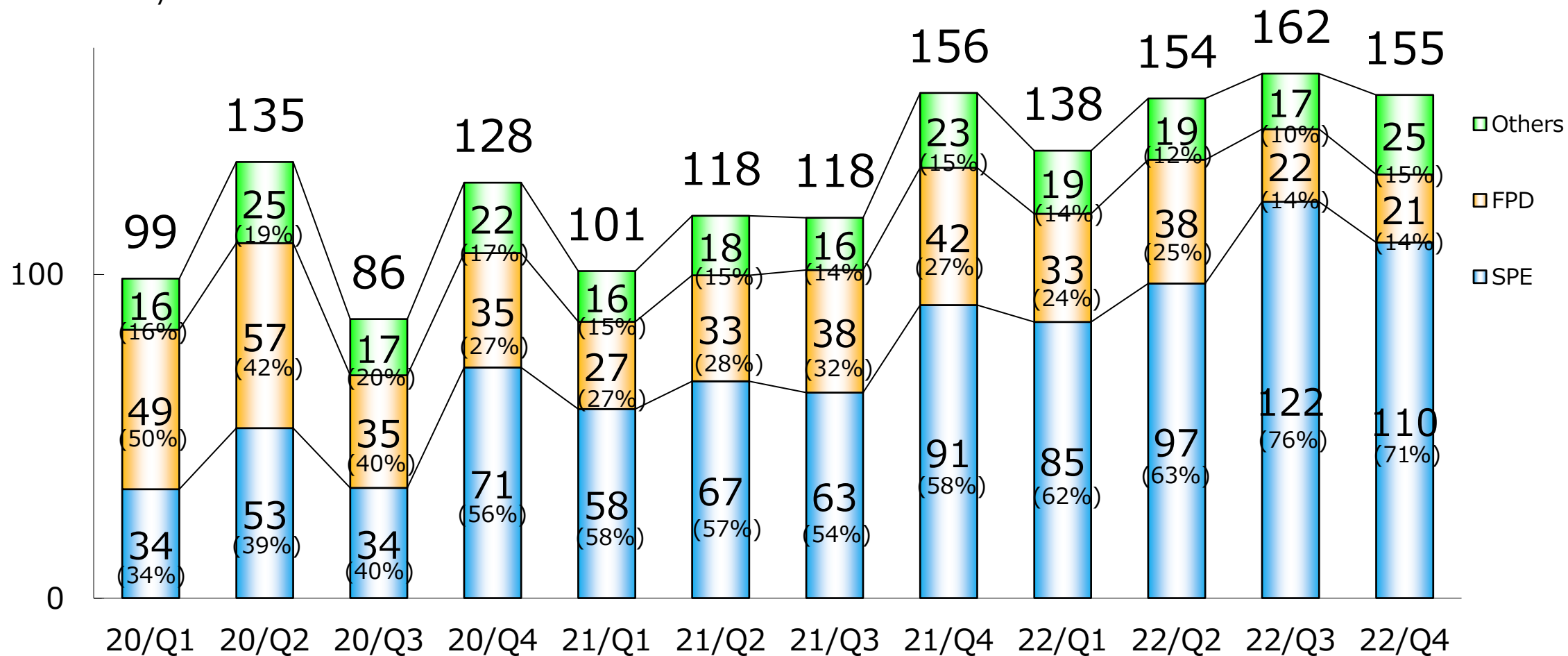


# Quarterly Change (3)

## Sales by Product Field

\* SPE: Front and back-end process equipment for semiconductors  
 FPD: Front- and back-end process equipment for FPDs

Unit: 100 million yen

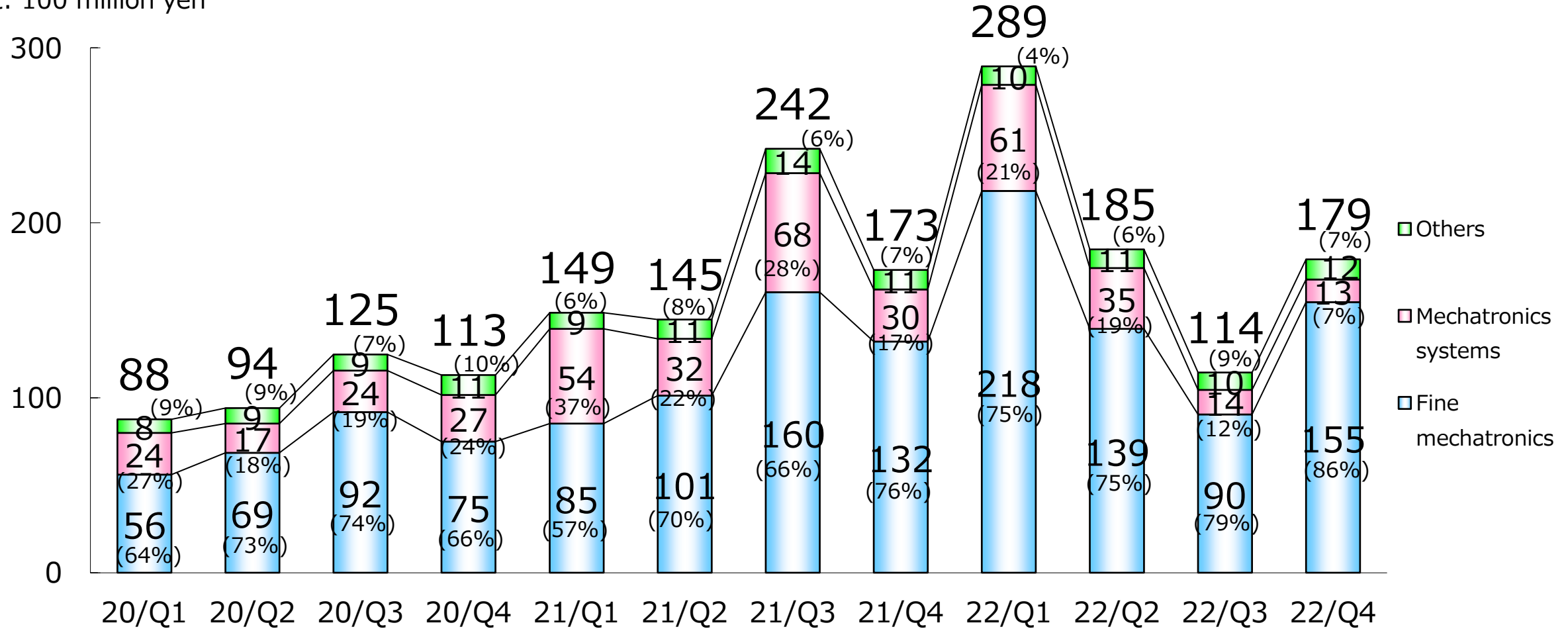


# Quarterly Change (4)

## Orders Received by Segment

\*Fine mechatronics: Front-end process equipment for semiconductors and FPDs  
 Mechatronics systems: Back-end process equipment for semiconductors and FPDs, vacuum equipment

Unit: 100 million yen



# Quarterly Change (5)

## Orders Received by Product Field

\* SPE: Front and back-end process equipment for semiconductors  
 FPD: Front- and back-end process equipment for FPDs

Unit: 100 million yen

