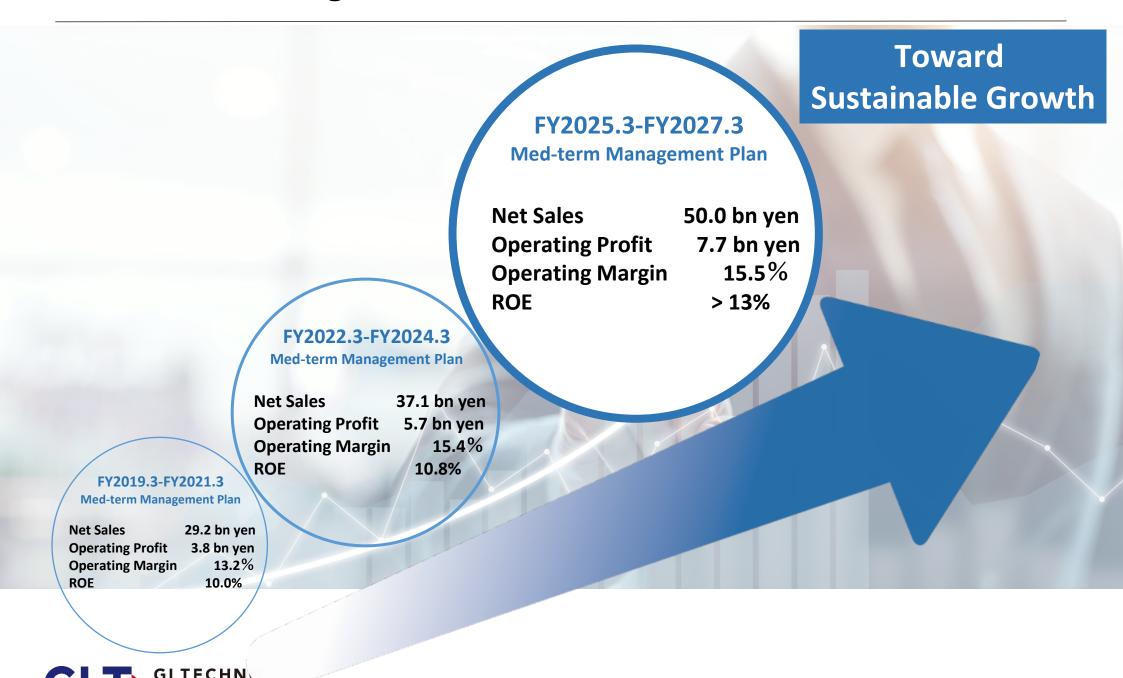
Medium-Term Management Plan

(FY2025.3-FY2027.3)



Performance Targets





19

Basic Policy

01

Strategic investment for sustainable growth

02

Growth strategy focused on business competitiveness



(1) Strategic Investment for Sustainable Growth

Implementing large-scale strategic investments to accelerate growth

1YAMAGATA Prefecture **Production building for Semiconductor Business** Operation will be started in Jan. 2027



2 FUKUSHIMA Prefecture **Production building for Semiconductor Business** Operation will be started in Apr. 2026







Planning joint factory

- Analytical Instruments Business
- Semiconductor Business

3SAITAMA Prefecture **Production building for Analytical Instruments Business**



(1) Strategic Investment for Sustainable Growth

Capital investment ratio to Net sales



Three fiscal years of mid-term management plan



Last three fiscal

vears results

Total investment amount approx. 10 bn yen



- Semiconductor
 Investment 3.5 ~ 4 bn yen
 Operation will be started in
 January 2027.
- [Semiconductor]
 Investment 2 bn yen
 Operation will be started in
 April 2026.
- 3 [Analytical Instruments]
 Investment 1.2 bn yen
 Operation will be started in
 October 2025.
- ★ 【Analytical Instruments Semiconductor 】

Investment 4 bn yen
Operation will be started in
2028-2029.



Revenue Increase at Full Production Capacity approx. 9 bn yen



- ①Enhancement of Production Capacity for Fire Processing
- Compared to the existing Zao factory:

approx. 2 times

- **2**Enhancement of Production Capacity for Machining
- Compared to the existing AISINTEC factory:

approx. 1.5 times

- ③Enhancement of Production Capacity for Custom-Made GC Instruments
- Compared to the existing Musashi factory: approx. 3 times

★Expansion of Production Capacity for GC Instruments and Others.

 Compared to the existing factory: approx. 3 times

※GC: Gas Chromatography

Analytical Instruments Business

01 Strengthening overseas sales

02 Expanding the domestic market

03 Strengthening the R&D department







Semiconductor Business

01 Enhancing production capacity and maximizing efficiency

02 Improving sustainable profitability

03 Developing new customers and markets





Automated Recognition Business

01 Expanding the RFID-related product line and channels

02 Capturing technology trends

03 Strengthening the business foundation







Analytical Instruments Business

Background	Policy	Specific Initiatives	Outcomes
High market growth rate overseas Potential in instruments	⁰¹ Strengthening overseas sales	 Legal compliance for expanding instruments sales Expansion of product lineup for overseas sales Optimization of sales systems and support networks Development of talents for overseas business 	Expansion of overseas sales Expansion of product portfolio
sales overseas		Strengthening collaborations with overseas distributors	Strengthening of sales channels
Diversification of customer needs	Expanding the domestic market	 Streamlining operation through improvement of business support systems Offering new third-party products 	Expansion of domestic sales Provision of optimal solutions
Transition in sales channels	domestic market	 Differentiation through strengthening technical services Promotion of integrated proposals with our own products 	Improvement of differentiation
Penetration of open innovation	o3 Strengthening	 Exploration of core technologies that drive growth Building a robust product development process Reviewing market opportunities 	Improvement of growth potential
Diversification of targets and methods of analysis	the R&D department	 Introduction of cutting-edge technology Enhancing technical capabilities with an eye on the entire analysis industry 	profitability Gaining competitive advantage



Semiconductor Business

Background Policy Specific Initiatives Outcomes Increase in sales and 01 Establishment of new manufacturing plants for Acceleration of profits **Enhancing** fire processing and mechanical processing the digital shift · Efficiency improvements in production lines through Strengthening of production capacity automation market Expanding the use of Al-powered robots competitiveness and maximizing Increasing demand for Long-term development of skilled craftsmen for Expanding semiconductors efficiency fire processing production capacity 02 Improvement in Rising profitability raw material costs **Improving** Optimizing supply chain management Evaluating flexible production bases Improvement in sustainable · Optimizing pricing strategies shareholder value Strengthening and continuing risk management profitability Geopolitical risks Improvement in employee satisfaction

Globalization

Changing customer needs 03

Developing new customers and markets

- Developing new customers, mainly overseas
- · Revitalizing dormant customers
- Expanding new markets centered on proprietary technologies
- Education in foreign languages (English, Chinese, etc.)

Increase in sales and profits

Risk diversification

Improvement in differentiation



Automated Recognition Business

Background	Policy	Specific Initiatives	Outcomes
Rising security awareness Sales demands focused on specific areas	Expanding the RFID-related product line and channels	 Promoting the lineup of secure microcontroller-equipped modules Launching new BLE-equipped room management systems Promoting inventory management systems using UHF band RFID Developing sales routes through web channels 	Expansion of product line Gaining unique positions Improved presence
Regulatory changes and new needs Accelerating technological innovation	Capturing technology trends	 Preparing smartphone-compatible products Developing models with next-generation encryption standards Upgrading modules with transparent flexible antennae 	Gaining competitive advantage Increased customer satisfaction Improved growth potential
Changes in the supply chain Weakness in growth infrastructure	o3 Strengthening the business foundation	 Establishing a strategic procurement system Improving the quality control management system Strengthening recruitment and development of human resources 	Stabilization of production systems Strengthening the management base Improved operational efficiency

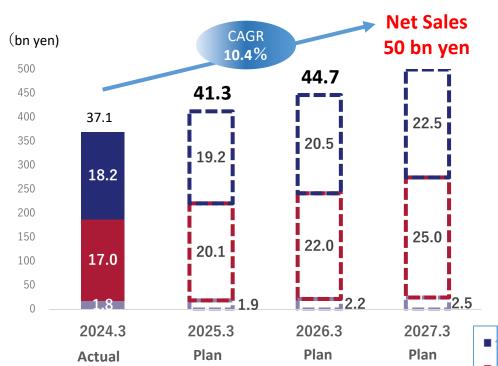


Performance Targets by Segment

Net Sales

(bn yen)	2024.3 Actual	2025.3 Plan	2026.3 Plan	2027.3 Plan	Rate of Increase	CAGR
Analytical Instruments	18.2	19.2	20.5	22.5	23.1%	7.2%
Semiconductor	17.0	20.1	22.0	25.0	46.8%	13.7%
Automated Recognition	1.8	1.9	2.2	2.5	36.2%	10.8%
Consolidated	37.1	41.3	44.7	50.0	34.6%	10.4%

X Rate of Increase and CAGR are for the period of 2024.3-2027.3



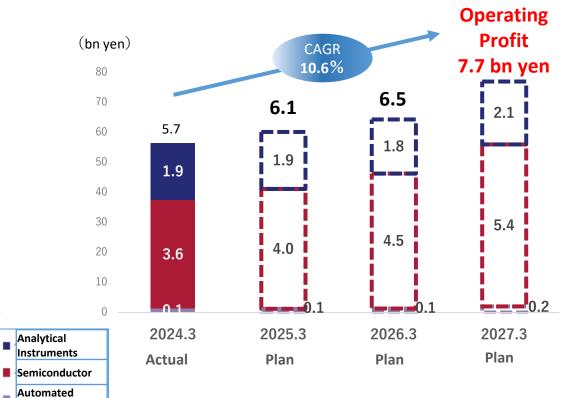
GLTECHNO

Operating Profit

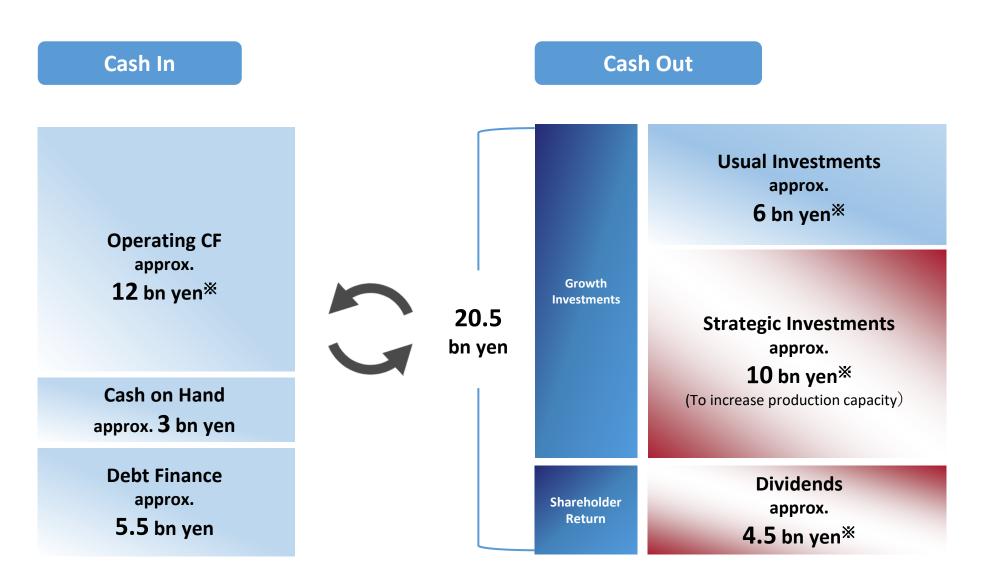
Recognition

(bn yen)	2024.3 Actual	2025.3 Plan	2026.3 Plan	2027.3 Plan	Rate of Increase	CAGR
Analytical Instruments	1.9	1.9	1.8	2.1	7.4%	2.4%
Semiconductor	3.6	4.0	4.5	5.4	50.2%	14.5%
Automated Recognition	0.1	0.1	0.1	0.2	48.7%	14.1%
Consolidated	5.7	6.1	6.5	7.7	35.4%	10.6%

※ Rate of Increase and CAGR are for the period of 2024.3-2027.3



Cash Allocation



X Cumulative value of the three-year period of 2025.3-2027.3 ★

Growth investments aimed at sustainable growth and maximizing corporate value are given top priority

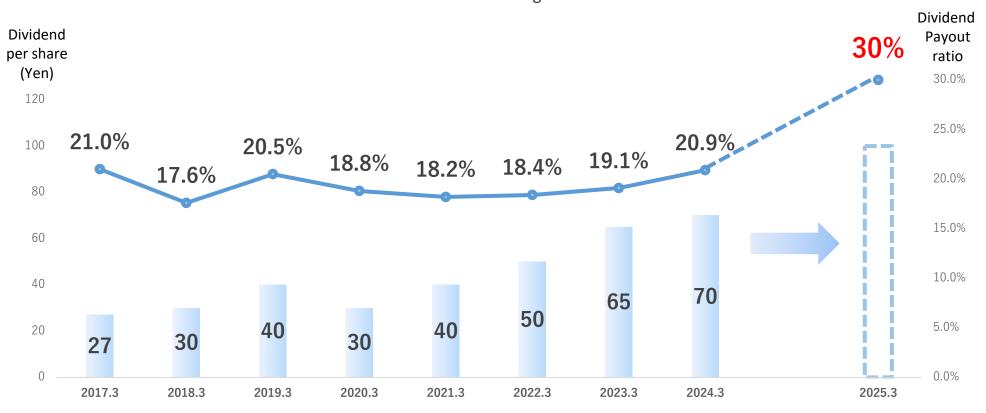


Shareholder return

Dividend

Target of dividend payout ratio: 30%

Will be implemented with taking into consideration a comprehensive range of factors, including financial position, profit levels, and dividend payout ratio, with a view to securing internal funds for future business expansion and providing stable dividends to our shareholders over the long term.



XDividends before FY March 2024 are those of GL Sciences Inc.



Basic Sustainability Policy

Basic Philosophy

Based on our corporate philosophy of "growing into a truly socially responsible company," the GLTECHNO Group will contribute to society by creating an environment where employees feel happy to work, by creating and challenging ourselves for sustainable corporate growth, and by addressing environmental issues through manufacturing improvements and new technologies. In addition, we will fairly distribute any profits we earn among the company, shareholders, employees, and society, and contribute to the sustainable development of the earth and society with our technology and profits.

Our eternal slogan is "Let's advance together on our only way to success!" and we will work with our stakeholders to solve social issues.

Basic Policy

Sustainable improvement of corporate value

In an ever-changing business environment, we will improve our competitiveness and productivity by increasing our resilience and responding flexibly.

I Contribution to environmental protection

We aim to realize a better future by promoting collaboration and co-creation with stakeholders on issues such as responding to climate change and working toward a recycling-oriented society.

Resolving social issues through business

We will continue to contribute to society through our core business activities

Promoting the development and active participation of human resources who support corporate activities

We will continue to take on new challenges to solve our customers' problems, develop human resources who can contribute to society, and provide an environment where they can work safely and healthily with a sense of fulfillment and pride.



Strengthening the governance system

We not only comply with laws and regulations and other social rules, but also strive to meet the expectations of all stakeholders.



💥 We will establish a sustainability committee and work on sustainability management.