

# Medium-Term Management Plan

(FY2025.3-FY2027.3)

# Performance Targets

**Toward  
Sustainable Growth**

## **FY2025.3-FY2027.3** Med-term Management Plan

<b>Net Sales</b>	<b>50.0 bn yen</b>
<b>Operating Profit</b>	<b>7.7 bn yen</b>
<b>Operating Margin</b>	<b>15.5%</b>
<b>ROE</b>	<b>&gt; 13%</b>

## **FY2022.3-FY2024.3** Med-term Management Plan

<b>Net Sales</b>	<b>37.1 bn yen</b>
<b>Operating Profit</b>	<b>5.7 bn yen</b>
<b>Operating Margin</b>	<b>15.4%</b>
<b>ROE</b>	<b>10.8%</b>

## **FY2019.3-FY2021.3** Med-term Management Plan

<b>Net Sales</b>	<b>29.2 bn yen</b>
<b>Operating Profit</b>	<b>3.8 bn yen</b>
<b>Operating Margin</b>	<b>13.2%</b>
<b>ROE</b>	<b>10.0%</b>

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



Investment  
3.5~4 bn yen

★FUKUSHIMA Prefecture  
Production building for 2 Businesses  
Operation will be started in 2028-2029



Investment  
4 bn yen

Planning joint factory  
• Analytical Instruments Business  
• Semiconductor Business

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



Investment  
2 bn yen

③SAITAMA Prefecture  
Production building for Analytical Instruments Business  
Operation will be started in Oct. 2025



Investment  
1.2 bn yen

# (1) Strategic Investment for Sustainable Growth

Capital investment ratio  
to Net sales

※Calculation method :  
Capital investment amount ÷ Net Sales

14.9%

Three fiscal years  
of mid-term management plan

7.2%

Last three fiscal  
years results

Total investment amount  
approx. 10 bn yen



- ① **【Semiconductor】**  
Investment 3.5~4 bn yen  
Operation will be started in  
January 2027.
- ② **【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



- ① Enhancement 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**
- ③ Enhancement 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



## ( 2 ) Growth Strategy Focused on Business Competitiveness

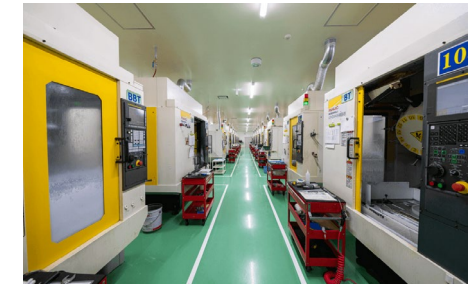
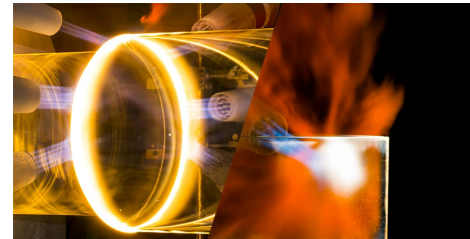
### Analytical Instruments Business

- 01 Strengthening overseas sales
- 02 Expanding the domestic market
- 03 Strengthening the R&D department



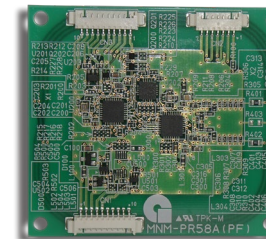
### Semiconductor Business

- 01 Enhancing production capacity and maximizing efficiency
- 02 Improving sustainable profitability
- 03 Developing new customers and markets



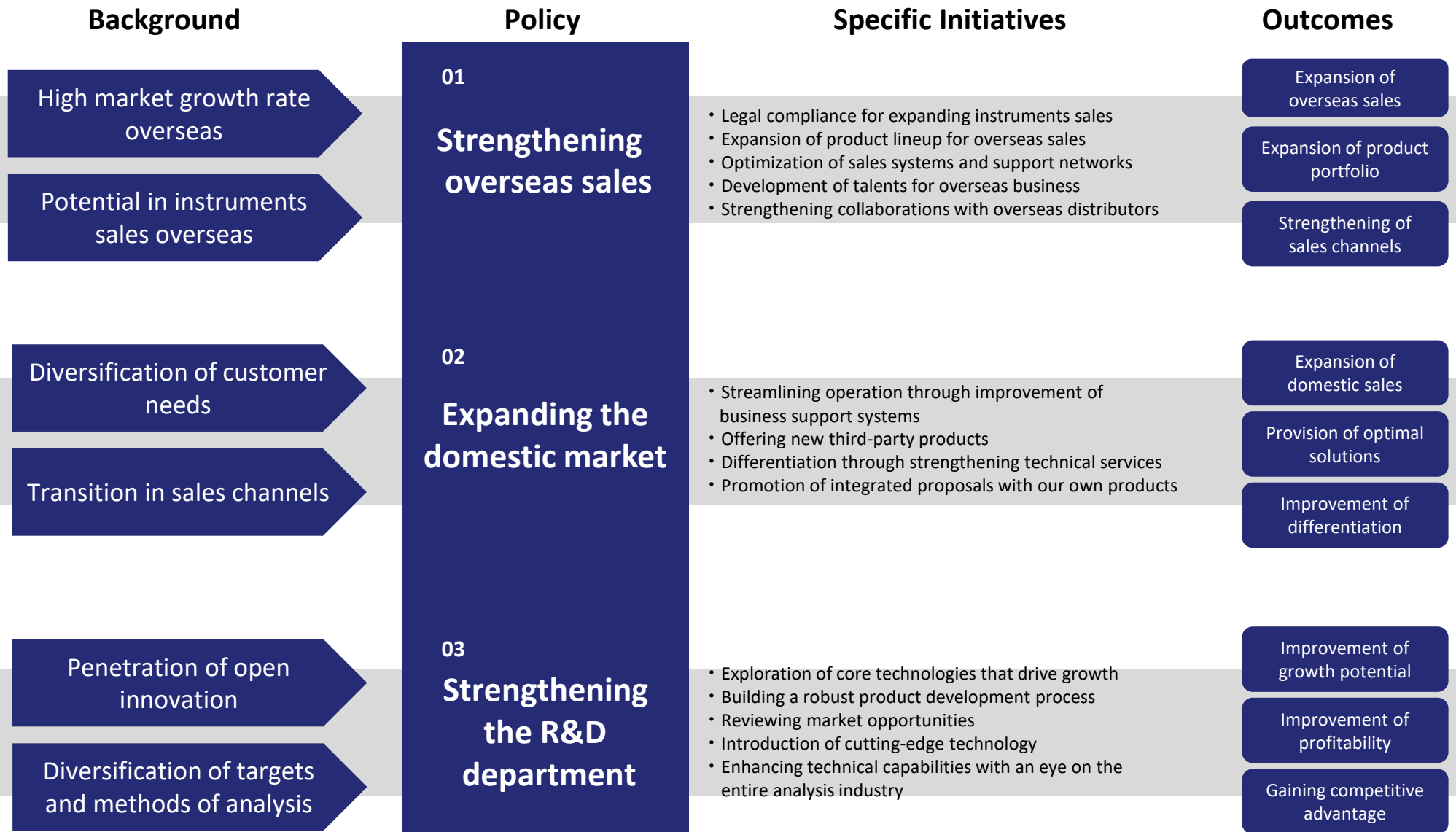
### Automated Recognition Business

- 01 Expanding the RFID-related product line and channels
- 02 Capturing technology trends
- 03 Strengthening the business foundation



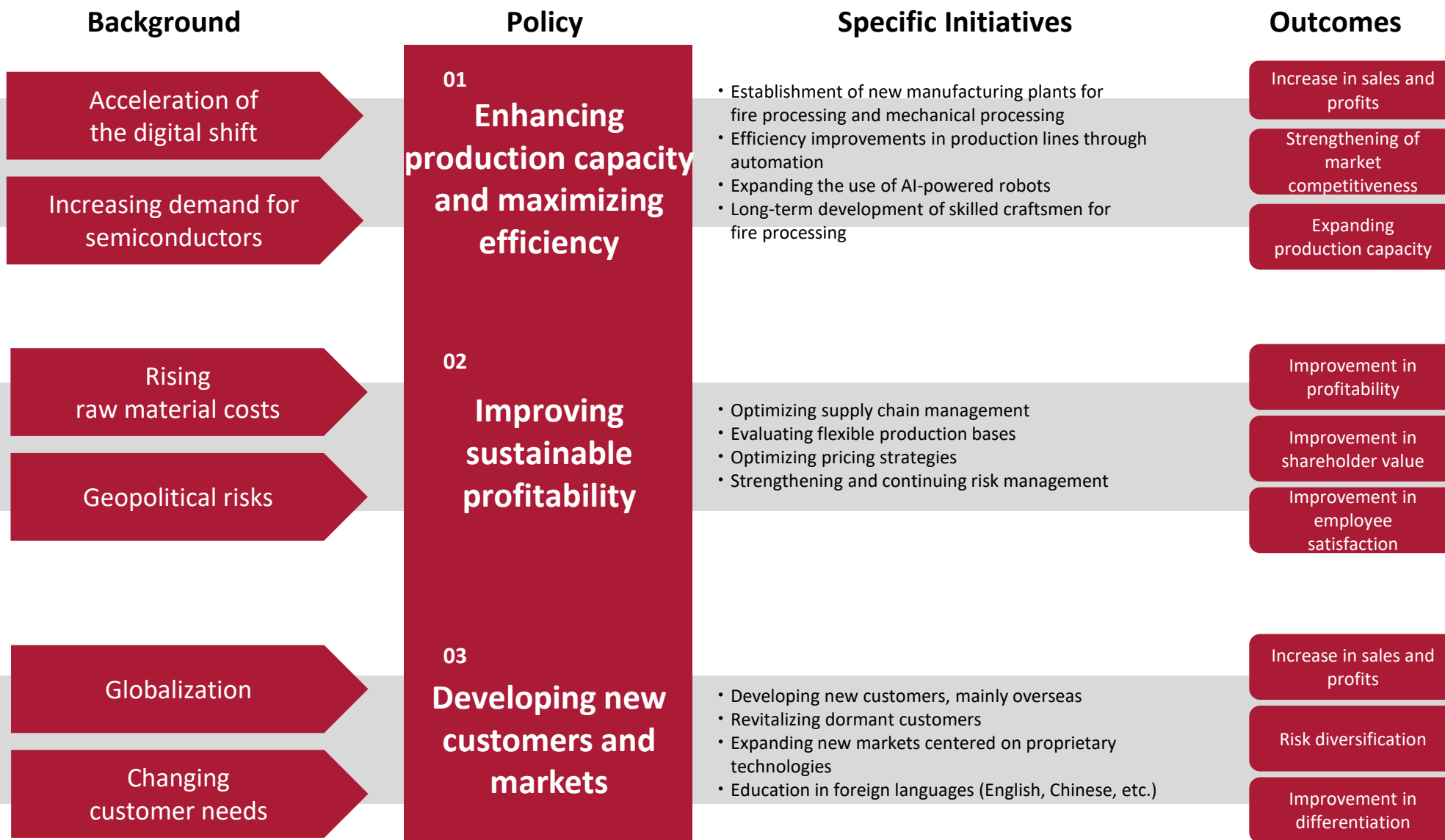
# ( 2 ) Growth Strategy Focused on Business Competitiveness

## Analytical Instruments Business



# ( 2 ) Growth Strategy Focused on Business Competitiveness

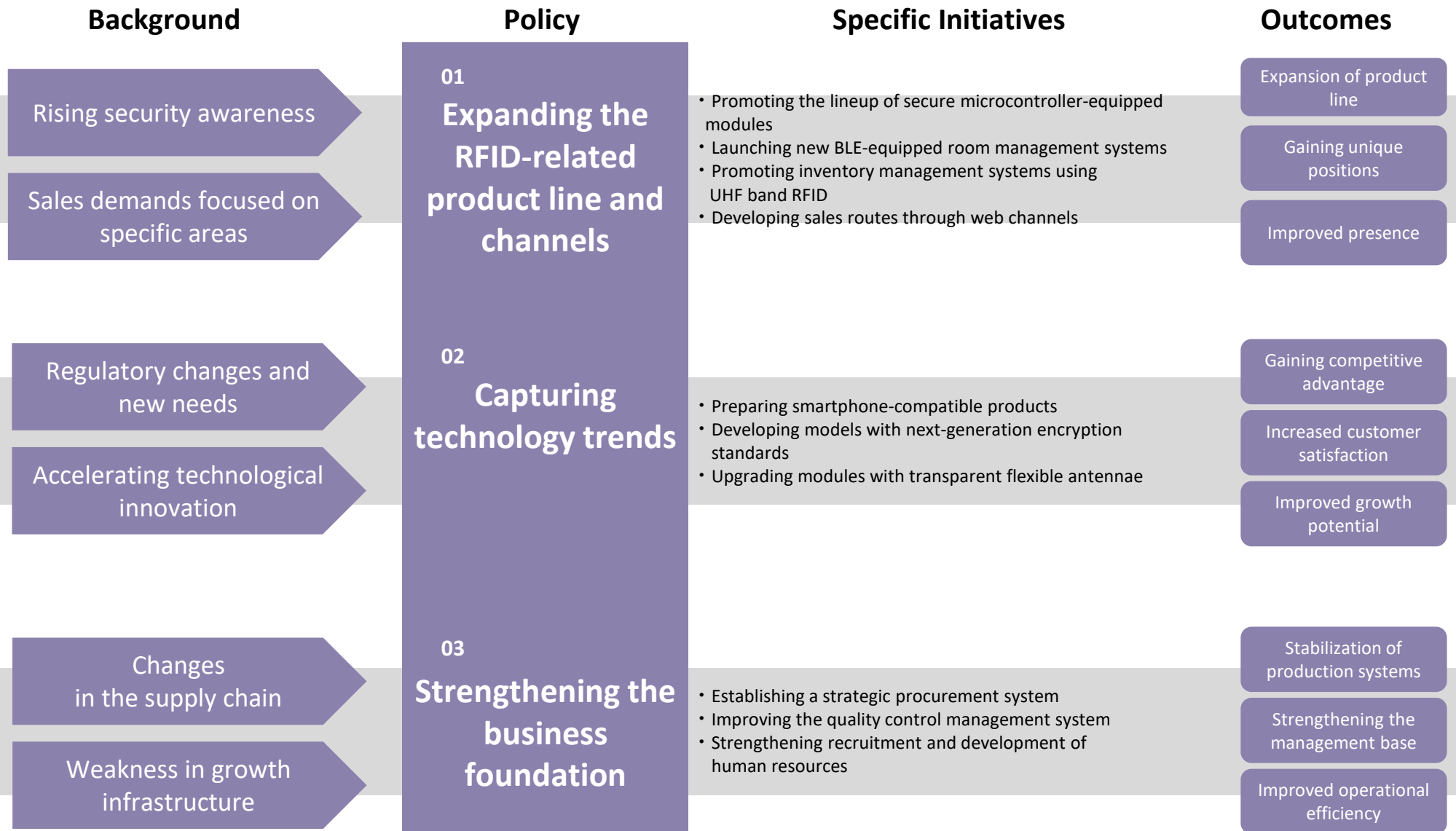
## Semiconductor Business





# ( 2 ) Growth Strategy Focused on Business Competitiveness

## Automated Recognition Business



# Performance Targets by Segment

## Net Sales

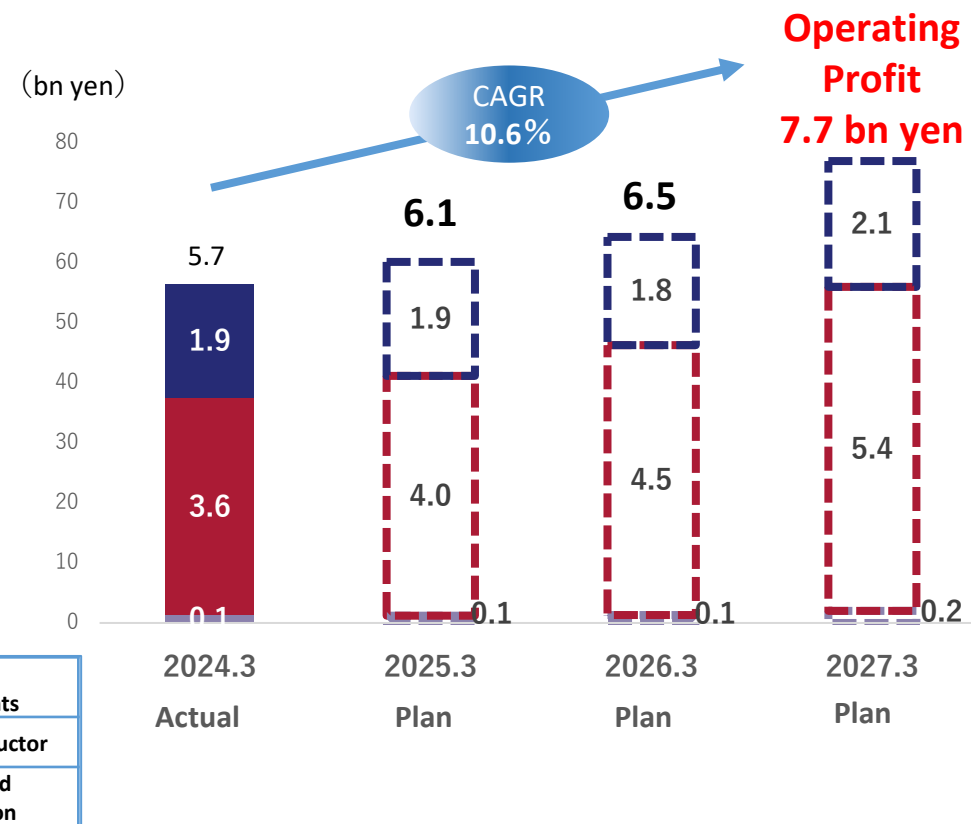
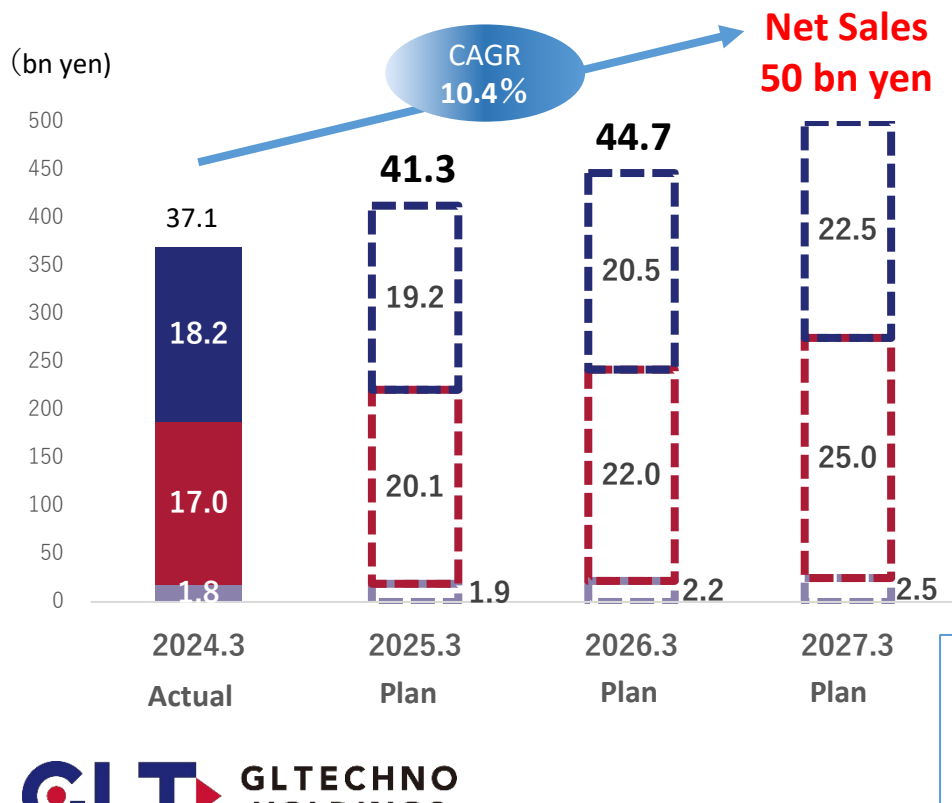
(bn yen)	2024.3 Actual	2025.3 Plan	2026.3 Plan	2027.3 Plan	Rate of Increase	CAGR
Analytical Instruments	18.2	19.2	20.5	22.5	23.1%	7.2%
Semiconductor	17.0	20.1	22.0	25.0	46.8%	13.7%
Automated Recognition	1.8	1.9	2.2	2.5	36.2%	10.8%
Consolidated	37.1	41.3	44.7	50.0	34.6%	10.4%

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

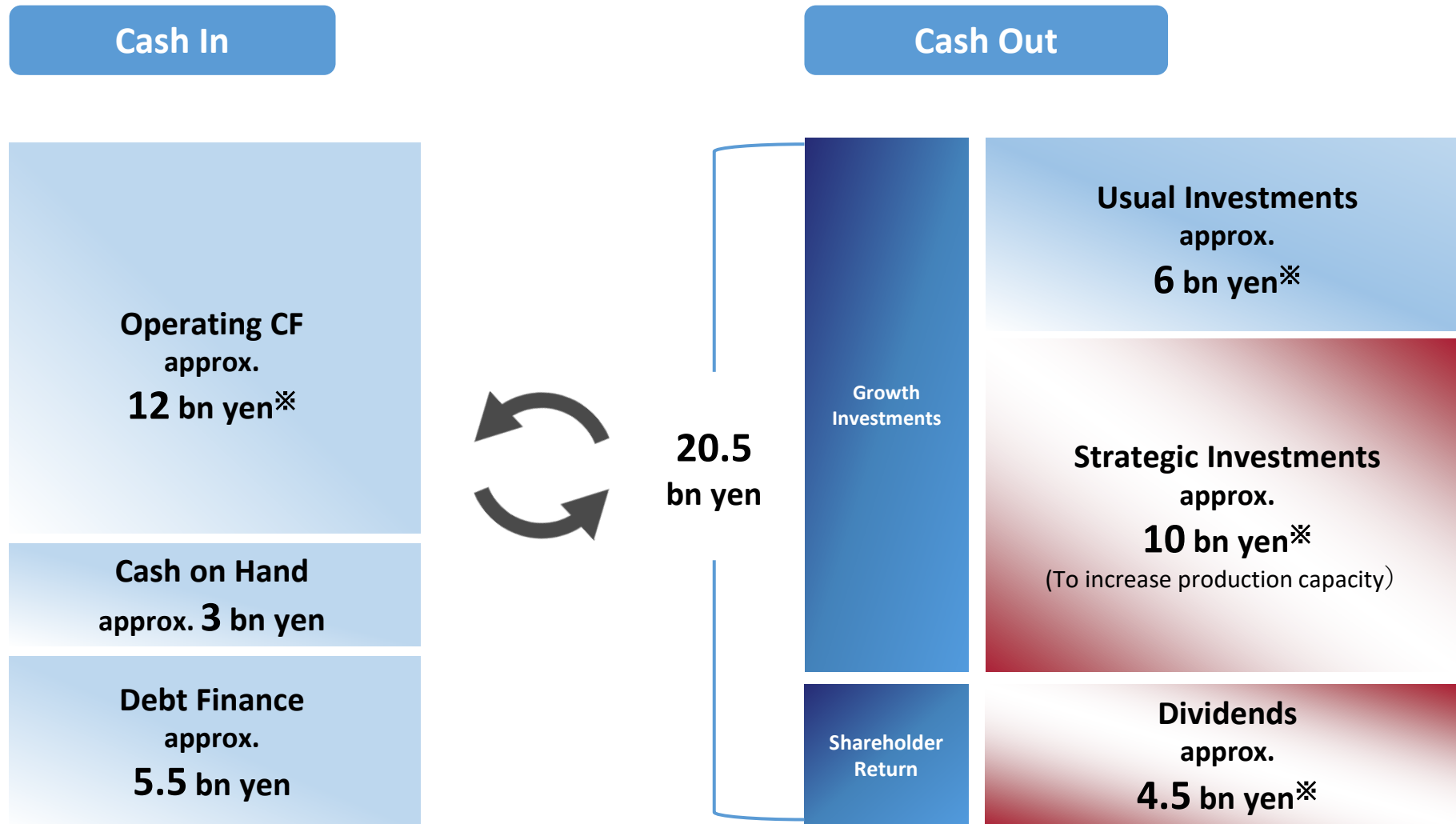
## Operating Profit

(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



※ Cumulative value of the three-year period of 2025.3-2027.3

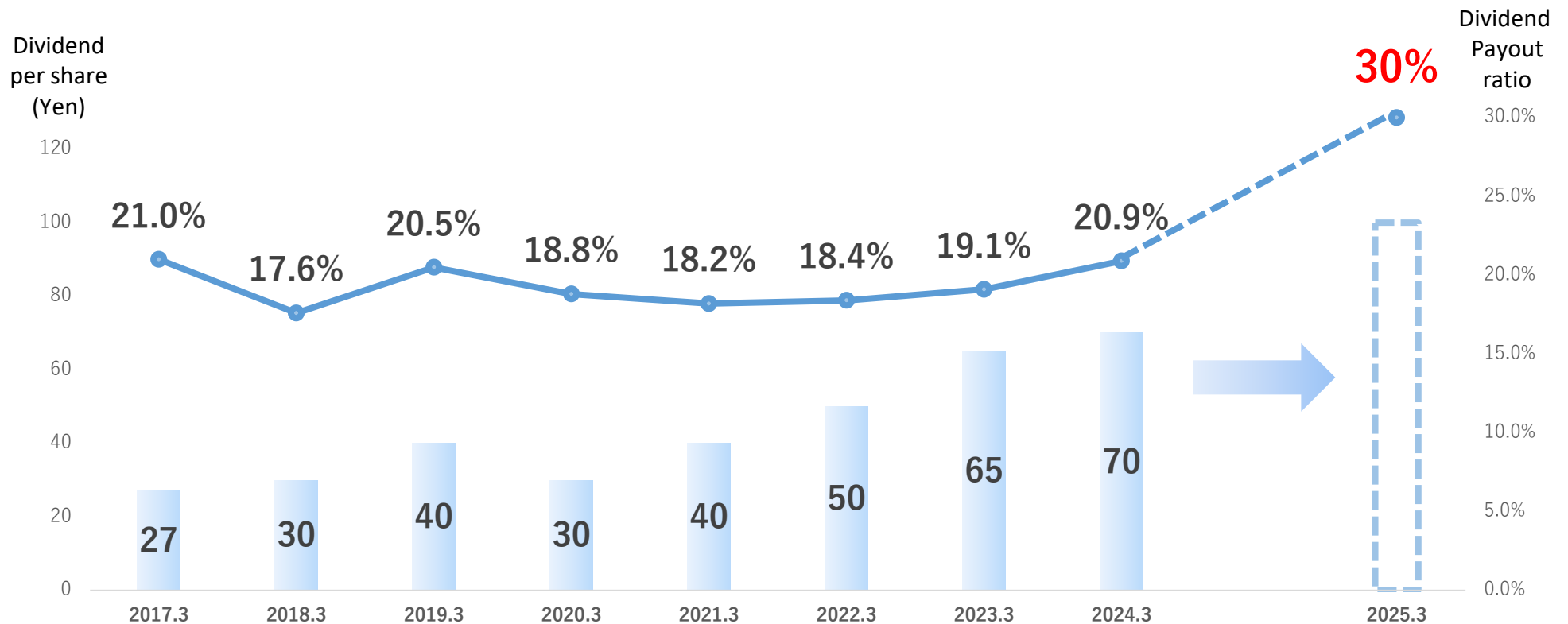
Growth investments aimed at sustainable growth and maximizing corporate value are given top priority

# 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.



※Dividends 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

<b>I</b> 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.
<b>II</b> 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.
<b>III</b> Resolving social issues through business	We will continue to contribute to society through our core business activities
<b>IV</b> 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.
<b>V</b> 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.