


ONE 2030

Day One / Only One / Number One / One Team

New Medium-Term Management Plan (FY2026~FY2030)

May 14th, 2026
Securities code: 6490

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Basic Philosophy and Target Numbers
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 - 7 Non-financial Items (Sustainability)

Highlights of Performance

**ONE
2030**

Consolidated, by Segment

Million Yen

Consolidated		BTvision22	One2025		
		FY2022	FY2023	FY2024	FY2025
Sales		48,702	58,605	57,988	59,479
	Overseas sales ratio (%)	31.1%	29.1%	29.7%	34.7%
Operating income		13,842	14,206	11,335	12,107
	Operating income ratio (%)	28.4%	24.2%	19.5%	20.4%
ROE		18.6%	16.7%	11.5%	11.7%
Payout ratio		30.0%	34.4%	35.1%	33.5%
Growth investment		(3-year cumulative total) 3,715	21,415	3,671	6,159
			(3-year cumulative total) 31,245		

Million Yen

By segment		BTvision22	One2025		
		FY2022	FY2023	FY2024	FY2025
Electronic equipment business	Sales	36,819	40,475	39,034	39,358
	Operating income	11,759	11,255	8,810	9,064
Industrial equipment business	Sales	11,844	18,093	18,917	20,085
	Operating income	2,059	2,928	2,501	3,021


One2025 Overview

Basic Policies	Evaluation	Details of initiatives
Evolverment of core businesses	▲	<ul style="list-style-type: none"> • Yet to achieve initial sales and income targets due to the impact of semiconductor market conditions • Expanding the industrial equipment business through M&A, etc.
Strengthening of global competitive edge	●	<ul style="list-style-type: none"> • Strategy in the Chinese market has been successful and our overseas sales ratio has risen to 34.7% • Enhancing responsiveness to customers overseas by newly establishing overseas factories and local corporations
Creation of a new business foundation	▲	<ul style="list-style-type: none"> • With our core technologies as a focal point, creating a business foundation aimed at growth markets such as hydrogen • Increased sales of environmental contribution products
Development of sustainable management	●	<ul style="list-style-type: none"> • Awarded a Carbon Disclosure Project (CDP) score of “A-” in the “Climate” category and enhanced the disclosure of ESG initiatives • Certified as an outstanding organization of KENKO Investment for Health—White 500
Financial strategies that support growth	●	<ul style="list-style-type: none"> ■ Implementing proactive growth investment, including M&A ■ Achieved an ongoing payout ratio of 30% or more and implemented our biggest ever treasury share buyback

Challenges going forward

We will evolve a business model that is not influenced by the market, and establish a business and organizational foundation that can continue to grow globally

Create and strengthen a new business foundation	Accelerate business expansion into growth markets that are not impacted by market conditions
Further improve our global competitiveness	Establish a presence and increase revenue in priority overseas markets
Transform our business foundation and the organization	Establish a base for sustainable growth by combining quality with productivity, and through greater organizational strength

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Purpose of PILLAR

Creating a future that supports society

CLEAN

SAFETY

FRONTIER

PILLAR CORE VALUES	
Integrity	To maintain integrity and uphold high ethical standards in your professional conduct
Innovation	To embrace the challenge of innovation to help create a better future society
Progress	To pursue continuous improvement and reform to drive real evolution
Human Resources	To use business activities to develop individuals who possess high levels of expertise, leadership, as well as social skills
Team	To build a team where the wisdom and abilities of diverse colleagues generate synergy

One2030

ONE
2030

Basic Philosophy and Positioning

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Day One / Only One / Number One / One Team

(One Two Zero Three Zero)

BTvision22
(2020–2022)

One2025
(2023–2025)

One2030
(2026–2030)

Toward
even
greater
progress

2024 100th anniversary

Growth scenario envisaged for our 100th anniversary

Further enhance corporate value

Create a new business foundation as a cornerstone of growth

Five years for making further progress a certainty.

Centered on our slogan “CLEAN, SAFETY, FRONTIER,” we will be a presence that is in even greater demand from global society and move to the next stage as a corporation.

One2030

ONE
2030

Four “Ones” that the name stands for

Day One

Pioneering spirit, challenging spirit, and sense of purpose on the first day of founding

Only One

Pursuit of uniqueness that can be obtained only by our group

Number One

(No.1)

Aiming to be number one not only in business but also in terms of technical development, social contribution, and nurturing of human resources

One Team

Activities carried out by our group as one

Business Targets

**ONE
2030**


Consolidated, by Segment

Million Yen


Consolidated		One2025	One2030
		FY2025 (Results)	FY2030 (Target)
Sales		59,479	100,000
	Overseas sales ratio (%)	34.7%	50% or more
Operating income		12,107	25,000
	Operating income ratio (%)	20.4%	25%
ROE		11.7%	15% target
Payout ratio		33.5%	40% target
Growth investment		(3-year cumulative total) 31,245	(5-year cumulative total) 90,000

Million Yen

By segment		One2025	One2030
		FY2025 (Results)	FY2030 (Target)
Electronic equipment business	Sales	39,358	68,500
	Operating income ratio (%)	23.0%	27.0%
Industrial equipment business	Sales	20,085	31,500
	Operating income ratio (%)	15.0%	21.0%

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1	Further progress in resin business for the semiconductor market	<ul style="list-style-type: none">• Target a higher growth rate for the Company than the market growth rate (equipment for wet processing)• Enhance our products, services, and manufacturing and sales network
2	Evolving the top niche in the industrial equipment business	<ul style="list-style-type: none">• Maximize global market share of products for the semiconductor market• Build an industry-leading track record in the hydrogen and battery sectors
3	Becoming a truly global business	<ul style="list-style-type: none">• Overseas investment strategy for achieving a 50% overseas sales ratio• Promote diversity in human resources and further propagate One Team
4	Establishing unique competitive advantage with IT/DX technologies	<ul style="list-style-type: none">• Reform work processes and improve productivity using AI and IT• Greater competitiveness through a fusion of digital technologies and products and services
5	Aggressive sustainable management	<ul style="list-style-type: none">• Combine solving social problems with enhancing environmental and economic value• Become more deeply involved with human resources and communities, and practice PILLAR CORE VALUES
6	Financial policy leading to enhanced corporate value	<ul style="list-style-type: none">• Investment for improving our ability to generate cash flow and achieving sustainable growth• Position shareholder returns as an important management theme and dynamically implement them based on appropriate cash allocation

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Plans and Measures by Segment

Electronic equipment business

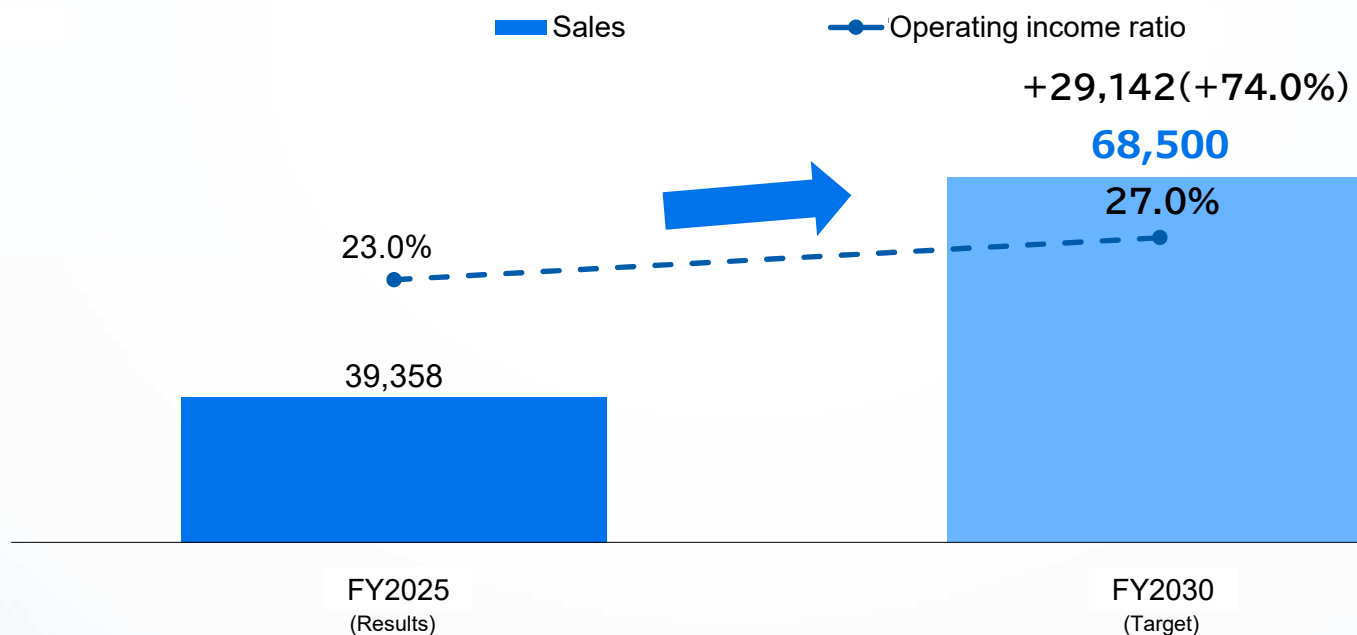
Electronic equipment business

Our ideal state in fiscal 2030

- Leveraging our global sales network and the development of production bases to demonstrate an elevated presence in all areas
- Through overwhelming product quality and supply capacity, further increase our share of leading-edge markets that continue to grow
- Expand products and services and achieve enhanced product lineup × market growth
- With resolute strategy, make the medical market another axis for growth through new technologies and products
- Take the seismic isolation and fluororesin substrate businesses to the next stage of growth

Fiscal 2030 quantitative targets (sales and operating income ratio)

(Million Yen)



Plans and Measures by Segment

Electronic equipment business

Important Measures

Further strengthening of overseas business

- ✓ **Increase our share of the Chinese semiconductor market**
- ✓ **Speedy response to local needs through the localization of technologies, including those for production**
 - Be adopted as a standard supplier of next-generation equipment to major overseas manufacturers
- ✓ **Build a manufacturing and sales network in countries with emerging semiconductor industries**

Upgrading products and services

- ✓ **Launch new products for next-generation processes**
 - Enter markets for next-generation products that include new types of pumps
- ✓ **Take on the challenge of new areas that transcend existing business models**
- ✓ **Develop next-generation fittings and fluid control equipment**
 - Generate differentiation technologies that utilize M&A and collaboration among industry and academia

Deepening existing customer relationships and developing new markets

- ✓ **Participate in the development process for next-generation semiconductor equipment**
 - Expand areas for the adoption of next-generation equipment and new processes
- ✓ **Strengthen relationships by responding with quantity and breadth to more sophisticated customer requirements**
 - Use design and production technologies to enhance our product lineup for supplying the medical market
 - Growth through differentiation technologies and product launches in the seismic isolation and fluororesin substrate businesses

Plans and Measures by Segment

Industrial equipment business

Industrial equipment business

Our ideal state in fiscal 2030

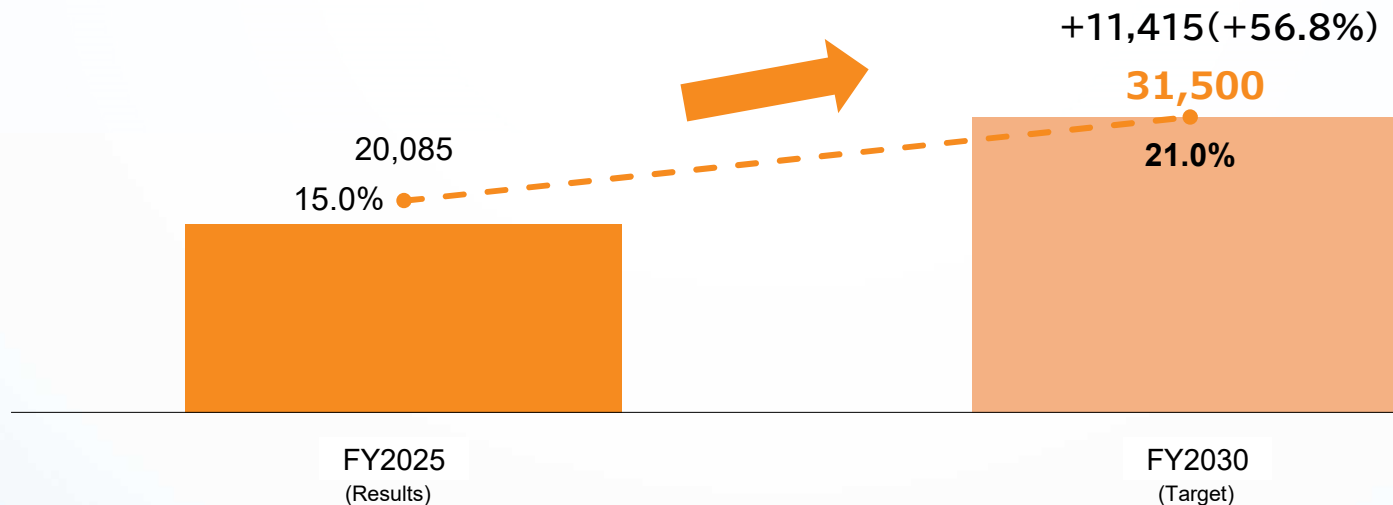
- Sustainable growth in areas of high added value for the industrial machinery sector
- Further advance our global presence in niche fields
- Develop globally with new technologies and products in growth areas such as semiconductors, hydrogen, and batteries
- Deliver value with the integration of products and services, and resolve customer issues with measures that are distinct from our competitors
- Solve social problems through products and services, for example, by improving environmental performance

Fiscal 2030 quantitative targets (sales and operating income ratio)

(Million Yen)

— Sales

— Operating income ratio



Plans and Measures by Segment

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Industrial equipment business

Important Measures

Further strengthening of overseas business


- ✓ **Develop priority overseas markets by evolving unique strategy**
- ✓ **Build an after-sales service network based on local needs**
 - Generate synergy with TANKEN SEAL SEIKO CO., LTD. in overseas markets

Upgrading products and services

- ✓ **Develop differentiation products that utilize collaboration among industry, government, and academia**
- ✓ **Provide solutions that integrate products and services**
 - Further improve environmental performance through our unique technologies
- ✓ **Upgrade high value-added products for growth fields**
 - Optimize development through investment in IT/DX

Accelerating business growth with new technologies and products

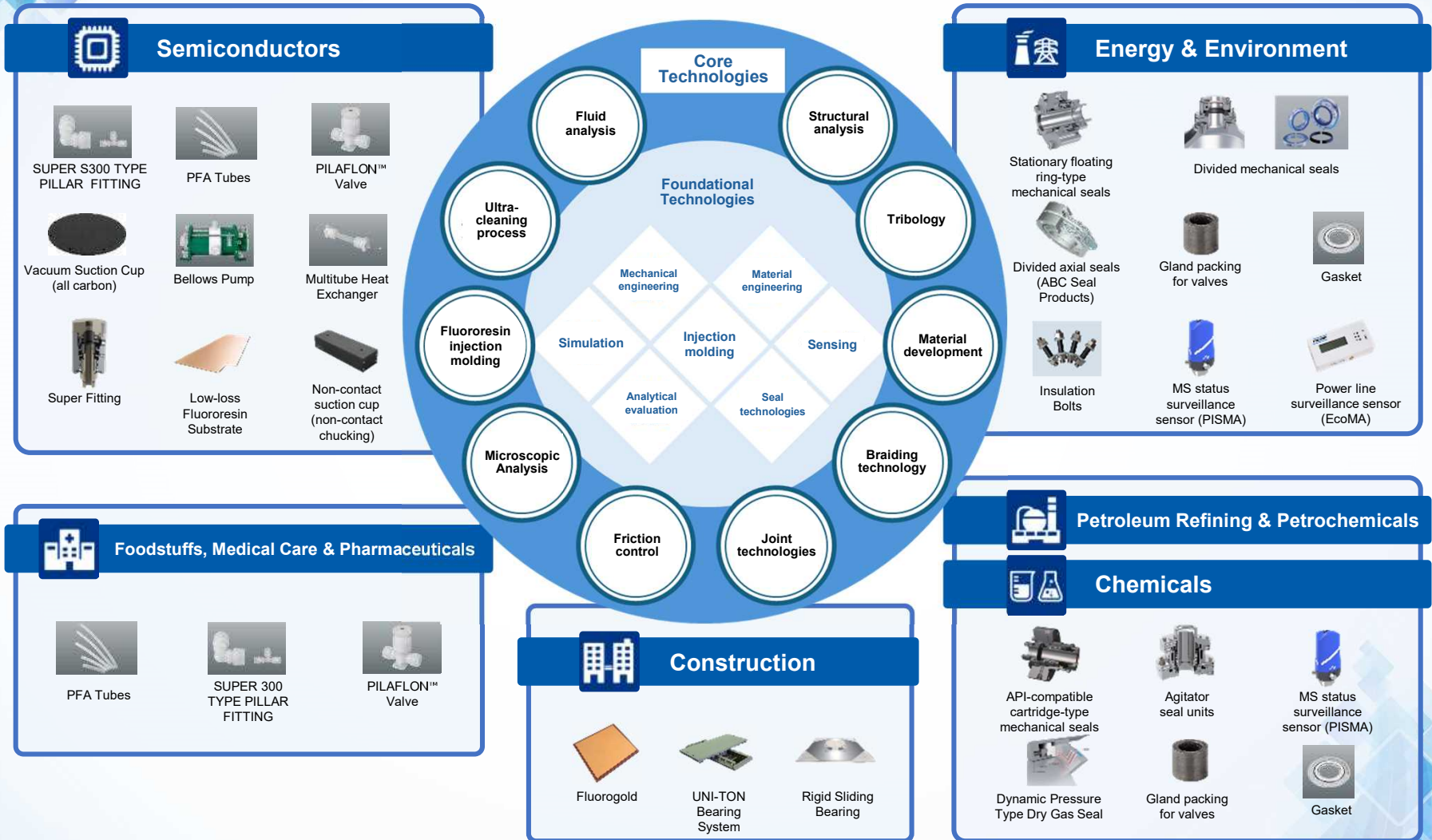
- ✓ **No. 1 share of the global market for rotary joints in the semiconductor market**
- ✓ **Become a total solutions business with products × services × IT/DX**
- ✓ **Develop products in new areas by evolving material technologies × design technologies**
 - Build a stable revenue base by increasing our maintenance ratio

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The Platform of PILLAR Technologies

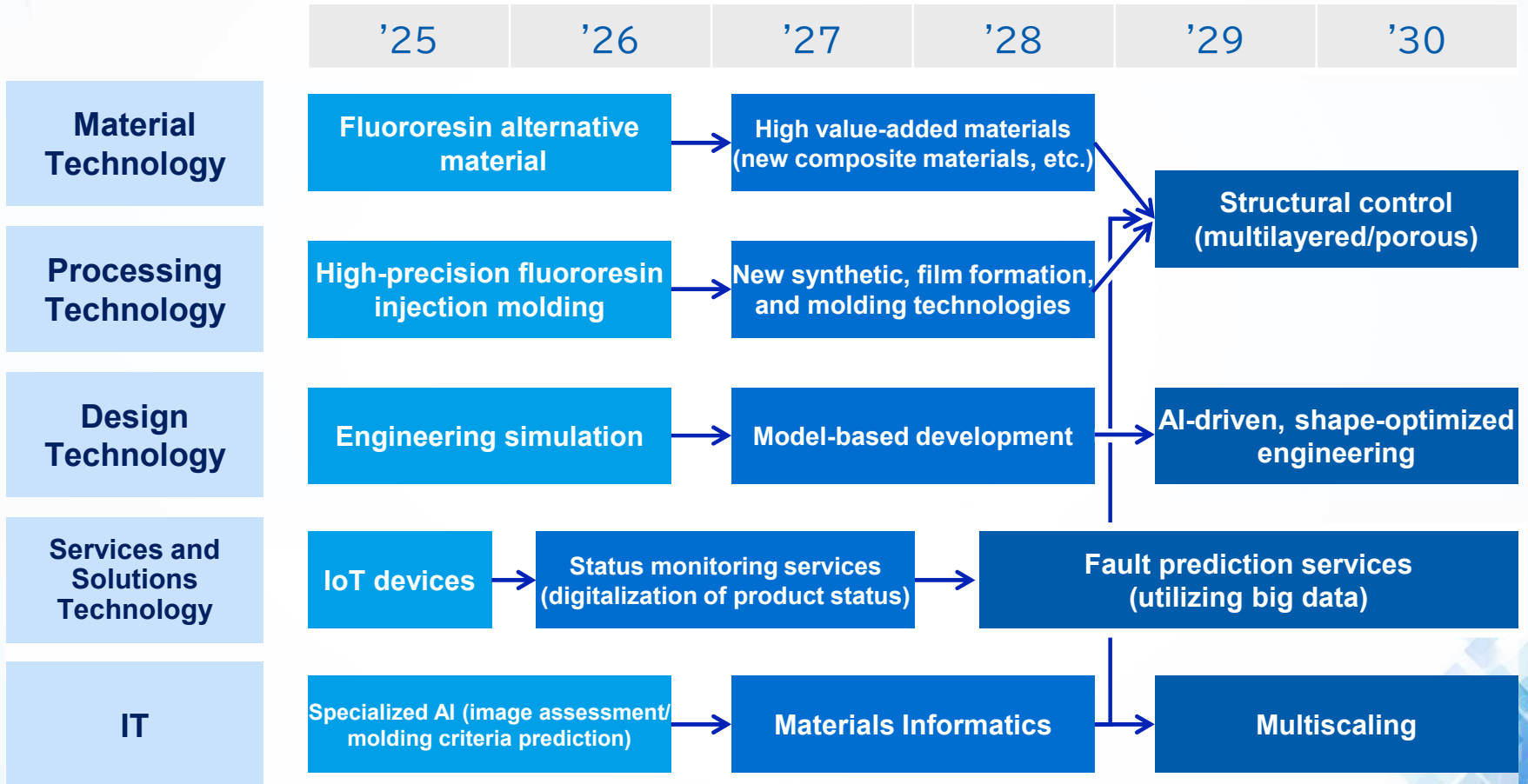
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Core technologies and foundational technologies



Core Technologies and Road Map

While evolving our five core technologies as a central focus, we will work to acquire a fusion of new technologies



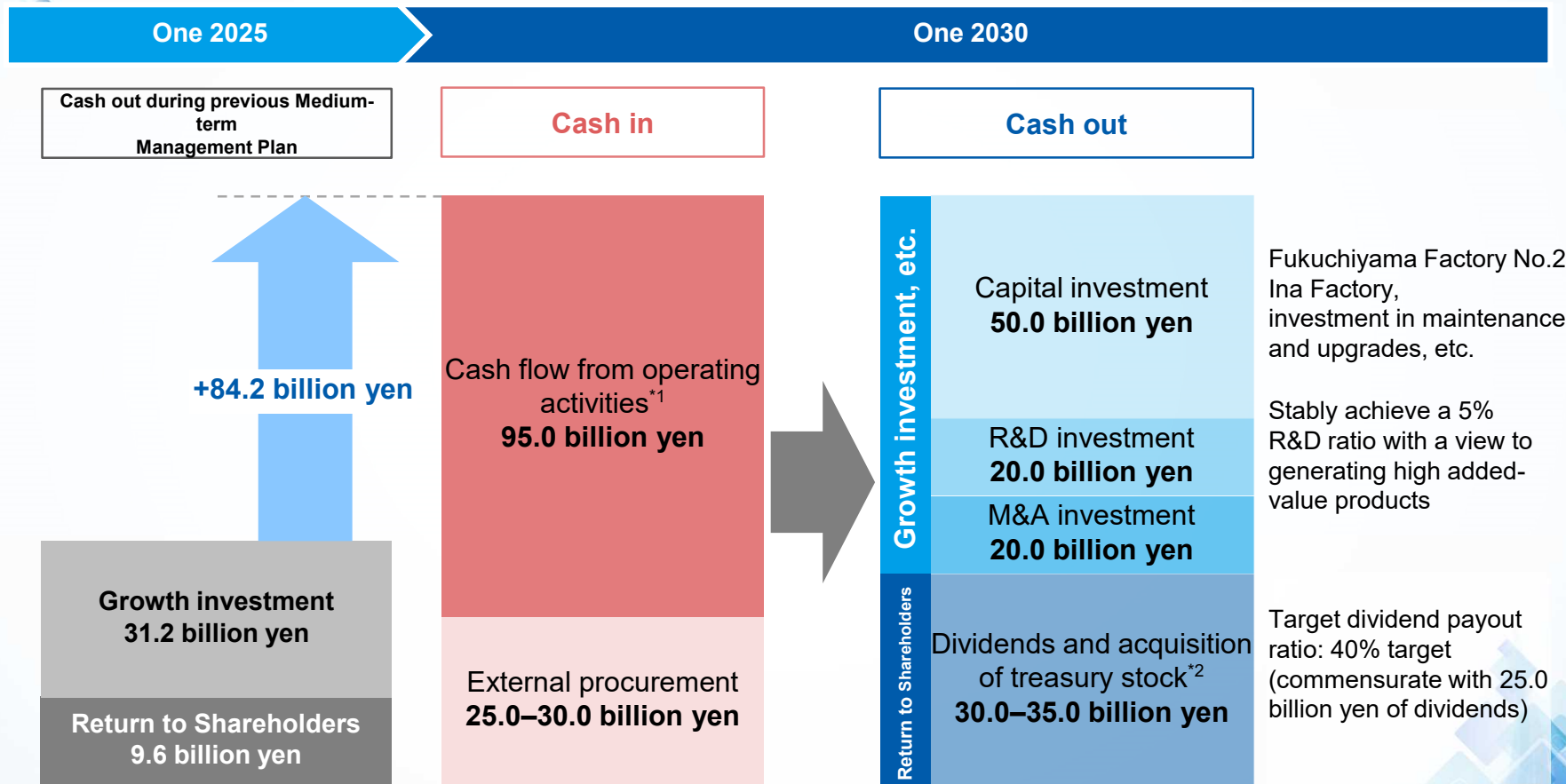
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Financial strategy

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Cash Allocation

Proactively implement growth investment, for example, in facilities, research and development, and M&A, with the aim of increasing sales



Fukuchiyama Factory No.2, Ina Factory, investment in maintenance and upgrades, etc.


Stably achieve a 5% R&D ratio with a view to generating high added-value products

Target dividend payout ratio: 40% target (commensurate with 25.0 billion yen of dividends)

*1 Operating CF does not include R&D costs

*2 Acquisition of treasury stock is flexibly implemented based on stock price levels, financial regulations, etc.

* Amounts included in One 2030 are five-year cumulative totals and those included in One 2025 are three-year cumulative totals.

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Non-financial Items (Sustainability)

E (Environment)	<ul style="list-style-type: none">• CDP “Climate” category : Maintain an “A-” score• Scope 1 + 2 greenhouse gas emissions : Reduce by 50% compared with FY2023
S (Society)	<ul style="list-style-type: none">• Ratio of female managers : 10%• Ratio of male employees taking childcare leave : 95%• Employee engagement score : 70%
G (Governance)	<ul style="list-style-type: none">• Compliance : No serious violations of laws and regulations

Non-financial Items (Sustainability)

E (Environment)

In FY2025, we were awarded a CDP score of “A-” in the “Climate” category, and we are implementing more sophisticated initiatives for realizing a decarbonized society and improving information disclosure

Reducing CO₂ emissions

- Reduce Scope 1 + 2 emissions by 50% or more by FY2030 compared with FY2023
- Improve the accuracy of Scope 3 calculation and set emission reduction targets

Supplying the market with environmental contribution products

- Develop and expand sales of products that contribute to reducing environmental impact

Responding to natural capital

- Analysis and disclosure based on Taskforce on Nature-related Financial Disclosures (TNFD) recommendations
- Continue with activities for protecting the natural environment and conserving the environment around our business locations

Improving the reliability of disclosure content

- While taking into account scenario analysis based on Task Force on Climate-related Financial Disclosures (TCFD) recommendations, continue to review strategy in response to changes in the external environment
- Expand the scope of third-party verification

Promoting energy conservation and energy creation activities

- Promote energy conservation through everyday activities, operational improvements, and by introducing devices
- Increase our ratio of renewable energy by using equipment for solar power generation for internal consumption, off-site PPAs, etc.

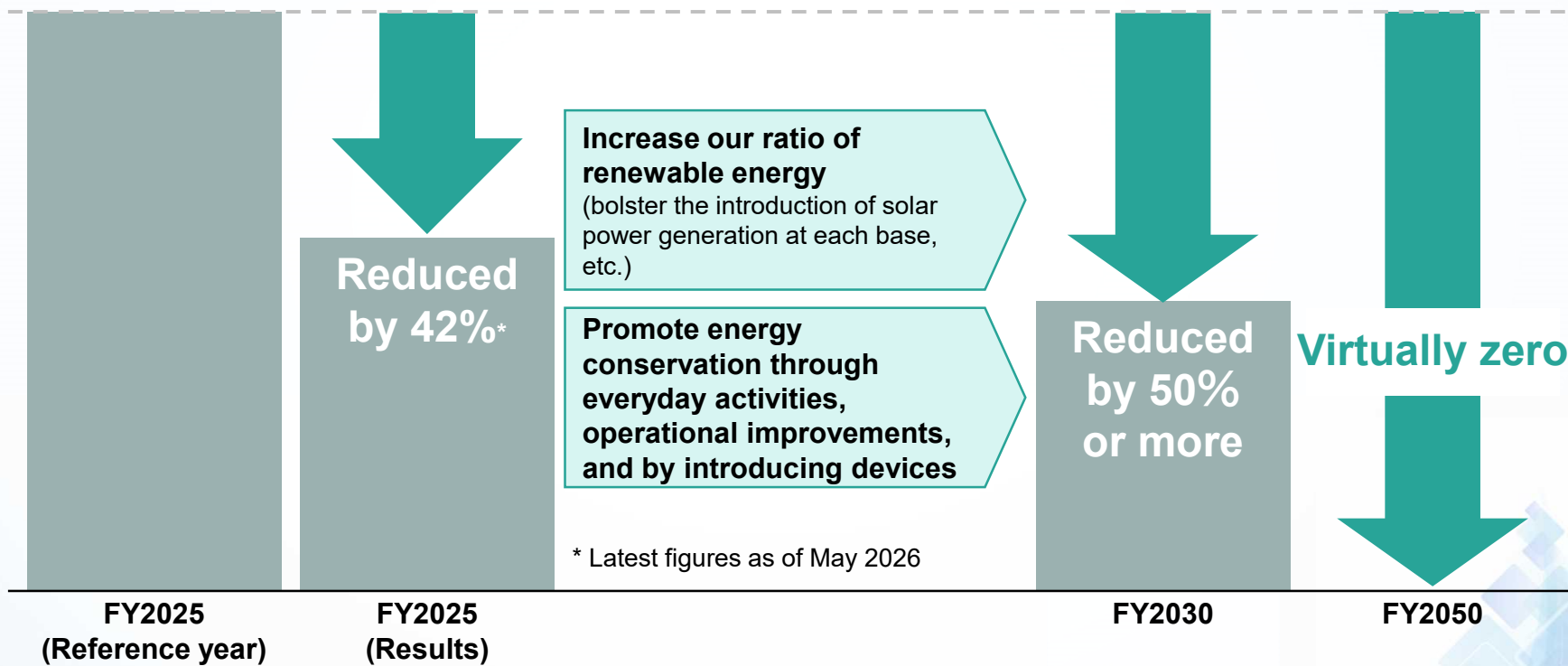
Maintain a CDP score of “A-” in the “Climate” category

Non-financial Items (Sustainability)

E (Environment)

Reduce CO₂ emissions by 50% or more by FY2030 (compared with FY2023) with a view to achieving “virtually zero” CO₂ emissions by FY2050

CO2 emissions from the Company (Scope 1 + 2)



Non-financial Items (Sustainability)

S (Society)

Toward an Organization in which Every Employee Contributes to Value Creation as a Member of the Management Team

Propagating an innovation culture in which taking on challenges and collaborating coexist

Personnel system

- Introduce a new personnel system that encourages the transformation to autonomous human resources
- Implement Group-wide recruitment to strengthen recruitment capabilities
- Consolidate and maintain personnel systems at our domestic and international subsidiaries to optimally deploy human resources throughout the Group

HR development system

- Talent management
- Implement measures for clarifying career paths
- Improve management skills
- Build a training system for local human resources at overseas subsidiaries with the aim of improving global competitiveness

Fulfillment and comfort at work

- Promote DE&I (Ratio of female managers : 10%)
- Improve employees' fulfillment, pride in their work, etc. using engagement surveys
- Continue to acquire an outstanding organization of KENKO Investment for Health—White 500



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