



February 13, 2023

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Notice Regarding Review of Medium-Term Management Plan

Tazmo Group reviewed the medium-term management plan, which was announced on February 14, 2022, with the year ending December 31, 2024 as the fiscal year and newly formulated a new medium-term management plan covering the three years from December 2023 to December 2025. We will inform you about the outline of the plan as follows.

1. Reason for review

Tazmo Group have been developing its business based on TAZMO Group Medium-Term Management Plan (TAZMO Vision 2024) announced on February 14, 2022.

As indicated in the "Report on the Earnings for the Fiscal Year ended December 31, 2022," released today, we were unable to achieve our sales plan for the fiscal year ended December 31, 2022, the first term of the plan, but we were able to exceed our plan for ordinary income. In addition, we have changed our target values for fiscal year 2023 due to the rapid environment changes of the semiconductor industry to which TAZMO Group belongs.

Tazmo Group have reviewed the current medium-term management plan and formulated a new "TAZMO Medium-Term Management Plan (TAZMO Vision 2025)" based on the results of the fiscal year ended December 2022 and the present management environment.

2. Fundamental Strategies

Tazmo Group aim to provide products with the performance demanded by users at the right time, at the best price. We believe that such activities will eventually contribute to society. We also believe that all employees must always act with the spirit of "challenge,"; our company policy, in order to obtain cutting-edge technologies and information. Based on this basic policy, we will continue to aggressively develop our business on a diversified and global scale with the aim of further developing our business.

We are engage to create unique equipment (in performance, cost and service) and increase sales in response to customer needs to achieve our future growth. Furthermore, we will focus on research and development with a view to future business, and improve efficiency to secure future earnings.

3. Target values (Consolidated) (Millions of yen)

	Year ended December 31, 2023	Year ended December 31, 2024	FY2025
Net sales	31,423	34,110	40,600
Process Equipment Business	22,974	25,167	32,355
Semiconductor Equipment	8,222	9,778	12,700
Transfer Equipment	7,453	8,252	9,365
Cleaning Equipment	4,412	4,592	4,690
Coater	2,885	2,545	5,600
Molding Dies and Plastic Moldings Business	2,156	1,543	1,545
Surface Treatment Equipment Business	6,292	7,400	6,700
Ordinary Income	3,087	3,600	5,000
Ordinary Income ratio	9.8%	10.6%	12.3%

Main details of Equipment Sales Plan for Semiconductor Equipment, Cleaning Equipment and Coater are as follows:

	Year ended December 31, 2023	Year ended December 31, 2024	FY2025
Semiconductor Equipment			
Coater / Developer	400	1,300	2,000
Mounter / Demounter	6,500	5,900	7,500
UV Irradiation Unit	650	1,000	1,500
Cleaning Equipment			
Cleaning Equipment	2,600	3,000	3,000
Phosphoric acid/ Slurry Equipment	1,500	1,000	1,000
Coater			
CF Coater (for color filters)	1,330	1,130	800
NIL Equipment (for nanoimprinting)	485	-	3,000
PLP Equipemtn (for panel-level package)	460	500	1,000

4. Initiatives for Carbon Neutral

Tazmo Group announced initiatives aimed at achieving carbon neutrality in TAZMO Group Medium-Term Management Plan (TAZMO Vision 2024). We have established the Sustainability Committee as an organization to decide on measures for the Group's sustainability, including measures related to climate change, and supervise company-wide initiatives. The Sustainability Committee aims to realize a sustainable future by balancing solving social issues with corporate growth.

The performance targets described in this document have been prepared based on information available at the time of publication. As a result, actual results may differ from the targets and projections due to a variety of factors.