ULVAC's Value Creation < Process>

ULVAC identifies challenges to be addressed by understanding the future envisioned by our customers. Leveraging our accumulated technologies and expertise, we create new solutions. As a "Field of Potentiality" leading to the future, we aim to remain a company continuously needed by society.

Our Goal for 2050

≫P.24

A Company that utilizes vacuum technology to create value for the world with its partners and continues to contribute to the future of people and the planet.

Vision 2032

Enhancement of Corporate Value

"Continue to Be a 'Field of Potentiality' for the Future"

Recognition of **Social Issues**

Contribution to Solving **Social Issues**

Coating

Materiality and **Focus Domains**

Materiality

≫P.23

Promotion of creation and co-creation of innovation with vacuum technology as the core

their professional growth; building resilient organizations

Respect for human rights and responsible conduc in the value chain

> Contribution to a sustainable global

Focus Domains

≫P.19

Realization of the digital ociety and its underlying technologies

Energy generation energy

Healthcare, life

Construction, social

Invested Capital

Financial Capital

Interest-bearing debt

¥46.8 billion ¥220.4 billion

D/E ratio:

0.21

Number of principal production bases

13 Overseas: Investment in manufacturing facilities and product quality improvement activities

Intellectual Capital

R&D bases:

investment

Accelerated development near key customers and strengthened collaboration R&D cost and R&D capital

Technology challenges ¥75 billion

9

(Medium-term management plan) Extensive knowledge and related to comprehensive Investment in information systems

Human Capital

• Number of employees: 6,234 persons

Customer-oriented development, design, procurement manufacturing, sales, and service capabilities

Social Capital

 Participation in consortia and collaboration with universities and other institutions

Relationships of trust with customers and business partners worldwide Foundation of business activities in local communities

Natural Capita

• Electricity consumption:

168-027 thousand kWh Water consumption:

1,443 thous

The Capability to Engage with the **Future Through** Vacuum **Technology**

control

Surface

analysis

Social issues

Customer

support Advanced Services materials Materials Vacuum Display Application and Energy Equipment Business related Contro Vacuum Vacuum Equipment

> Equipment **Electronics** Components

The Capability to **Shape the Future** with Vacuum **Technology**

equipment

Technology, **Product**

The future society

> New Solution

The Capability to Deliver Value to the Future Through **Vacuum** Technology

Semiconductor production equipmen



Large evaporation roll





Created Value

Financial Capital

¥261.1 billion Net sales:

30.9% Gross profit margin 11.4% Operating profit margin

ROE: 9.7%

Manufactured Capital

Safety-first operation

High-quality, reliable products with state-

Meeting equipment delivery and

Production efficiency and product defect

Intellectual Capital

2.014

2,289

9.8%

79.4%

 Number of patents owned Japan:

Resolution of social issues through miniaturization, enhanced performance and reduced power consumption of

Swift, high-quality, comprehensive

Human Capital

Ratio of women in managerial

Localization ratio of presidents of overseas subsidiaries:

Enhancement of customer satisfaction

Conducted CSR survey of suppliers

Creation of employment opportunities, tax payments to national and local ents, and social contribution governments, and social contribution activities in the regions where ULVAC

Natural Capital

ULVAC's GHG emissions

Creation of environmentally friendly

ULVAC Offers to Stakeholders

Customers

Contribution to customers' business activities, technological innovation, and value creation; offering of cutting-edge production technology, enhancement of productivity and quality, and reduction of environmental impacts through equipment and services

Shareholders and investors

Realization of long-term growth and enhancement of corporate value, and enhanced returns

Suppliers

Achieving growth in collaboration with ULVAC based on trust and collaboration, fair and free competitive environment

Local communities

Creation of employment opportunities, industrial development, reduction of environmental impacts

Employees

Workplaces offering job satisfaction

Human resource, Technology,

Knowhow, Network

17 ULVAC VALUE REPORT 2024