

Toward the Realization of Our Goal for 2050

ULVAC sets Our Goal for 2050 based on the Basic Corporate Philosophy.

In the last fiscal year, we formulated "Vision 2032" ("Continue to Be a 'Field of Potentiality' for the Future") and identified materiality, which represents ULVAC's unique management challenges toward the realization of Our Goal for 2050 and Vision 2032.

We have formulated a mid-term management plan for FY2023 to FY2025 using a backcasting approach to achieve these medium- to long-term visions. Through the achievement of this plan, we will work to realize Our Goal for 2050.

Backcast

Medium-term Management Plan (FY2023 to FY2025)

For details [▶P.25](#) Medium-term Management Plan

Basic Policy

- Creating Social Value through Vacuum Technology
- Enhancing Profit and Capital Efficiency Oriented Management

Priority Strategies

- Strengthening Product Competitiveness in Growth Businesses
- Improving Global Productivity
- Strengthening the Management Base

Numerical Targets

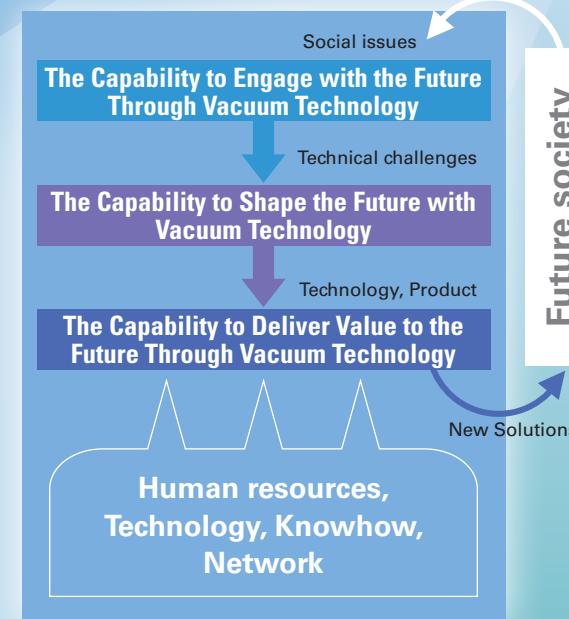
- Net sales ¥300.0 billion
- Gross profit margin 35%
- Operating profit (margin) ¥48.0 billion (16%)
- ROE 14%
- Operating CF (cumulative total for 3 years) ¥63.0 billion

Vision 2032

"Continue to Potentiality"

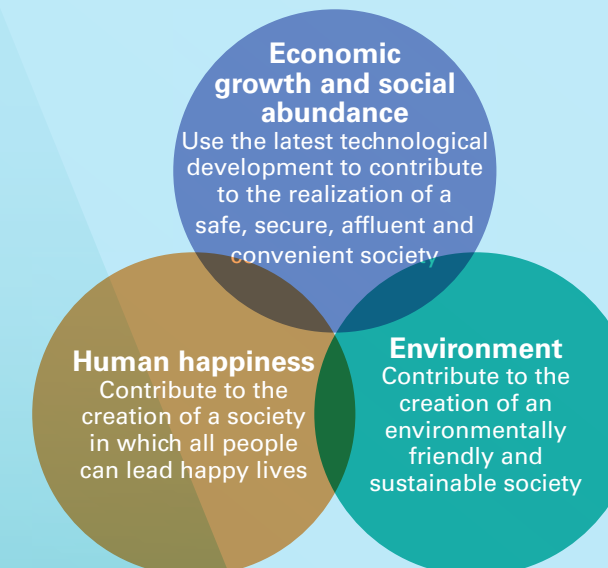
The term "Field of Potentiality" alludes to the margin of each person's mind. Having empty space in one's mind allows one to absorb more from the outside. As one gains new insights, they can venture into the unknown and create new possibilities. This process begins when a person recognizes the 'Field of Potentiality' within their mind. We believe that the ULVAC Group, where the energy of such people is gathered, will also become a 'Field of Potentiality,' fostering innovation and co-creation with vacuum technology at its core, contributing to a sustainable future.

be a 'Field of for the Future" The strengths of ULVAC



Our Goal for 2050

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



Materiality

For details [▶P.39](#) Details of Initiatives for Materiality

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

Development of diverse human resources and promotion of their professional growth; building resilient organizations

Respect for human rights and responsible conduct in the value chain

Contribution to a sustainable global environment