

# 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," the ideal configuration of the ULVAC Group 10 years from now, and identified "materiality," management issues specific to ULVAC toward the realization of our goal for 2050 and Vision 2032.

We have formulated a mid-term management plan for FY 2023 to FY 2025 to realize these medium- to long-term visions by backcasting. Through the achievement of this plan, we will work to realize our goal for 2050.

**Backcast**

## 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

## Vision 2032

Continue to be a "Field of Potentiality" for the Future

The term "Field of Potentiality" alludes to "the margin of each person's mind." Having an empty space in one's minds allows one to absorb more from the outside world. Using the knowledge thus gained, one can venture into the unknown and create the new. This begins when a person becomes aware of 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," which will lead to the creation and co-creation of innovation with vacuum technology at its core that will contribute to a sustainable future.

**Economic growth and social abundance**

Use the latest technological development to contribute to the realization of a safe, secure, affluent and convenient society

**Human happiness**

Contribute to the creation of a society in which all people can lead happy lives

**Environment**

Contribute to creation of an environmentally friendly and sustainable society

## Mid-term Management Plan (FY 2023 to FY 2025)

For details [▶ P.26](#) New Mid-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 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

## Mid-term Management Plan (FY 2020 to FY 2022)

For details [▶ P.25](#) Review of the Previous Mid-term Management Plan

### Basic Policy

- Development Investment for Growth (Selection and Concentration)
- Profit-Oriented Management Through a Change in Structure

### Priority Strategies

- Strengthening the Growing Business; Strengthening Research and Development
- Enhancing Manufacturing Capabilities
- Enhancing Group Management Efficiency
- Strengthening Management Base

### Numerical Targets

- Net sales ¥210.0 billion
- Gross profit margin 35%
- Operating profit margin 16%
- ROE 13%
- Operating CF ¥29.0 billion

**Forecast**

## Materiality

For details [▶ P.35](#) Details of Initiatives for Materiality

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

Development of diverse human resources and promotion of their advancement; cultivation of resilient organizations

Respect for human rights and responsible conduct in the value chain

Contribution to a sustainable global environment