

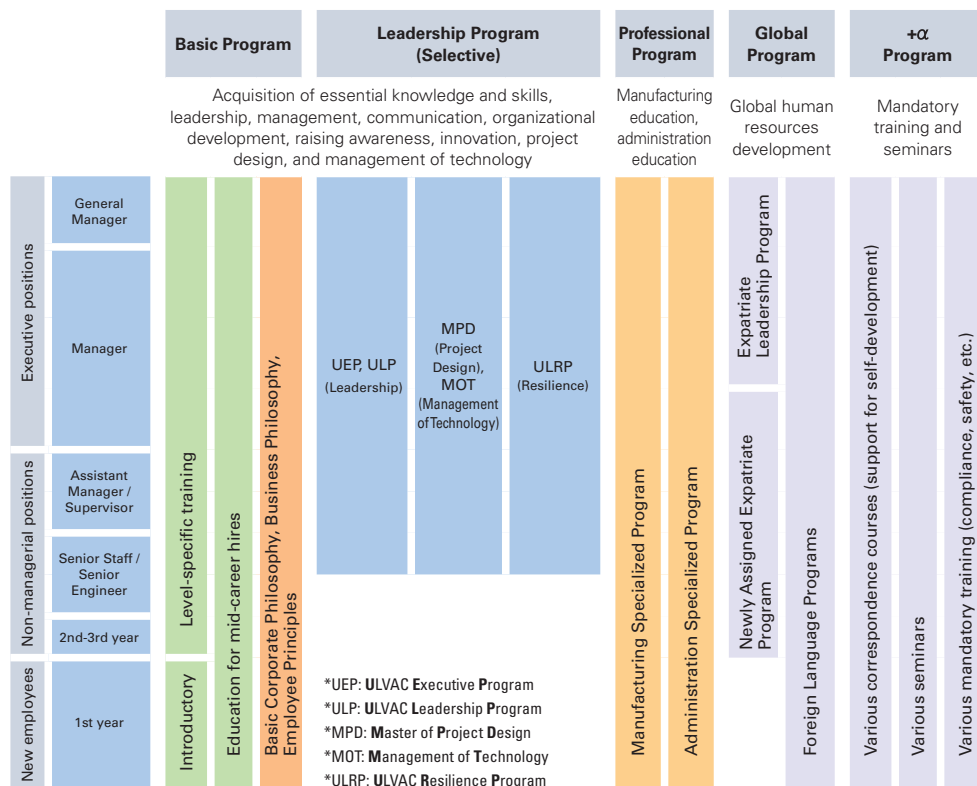
## Human Resources Development

### Group-wide Level-specific Training and Training for Managerial Personnel

As a Group-wide\* education system, we continue to promote level-specific training. The level-specific training includes an introductory program for new graduate hires, onsite training, and programs for employees in their second and third years, as well as programs corresponding to internal qualifications and positions. We provide training that runs for about a year for newly appointed managerial personnel to help them equip themselves with the managerial skills and operational knowledge.

\*Group companies in Japan

### Education System (as of April 2025)



### Manufacturing Education

The goal is to share the techniques and skills necessary for manufacturing throughout the Group and to provide opportunities for broadly based skill development. We offer a diverse range of education programs—including reskilling and skills transfer—and focus on strengthening the Group’s overall technical capabilities through education on the fundamentals of manufacturing and vacuum technology. Specifically, we provide learning content through the ULVAC Academy Portal, a video-based learning platform, and offer education on the fundamentals of vacuum technology at the Fuji Susono Training Center, combining classroom instruction with hands-on training for both new graduate hires and mid-career hires. Furthermore, for trainees from Group companies in Japan and overseas, we have established a course that systematically covers ULVAC’s history, culture, and management strategy. We are also promoting exchanges of human resources globally.

### Administration Education

At ULVAC, Inc., training is provided for employees engaged in administration so that they can acquire the basic knowledge required for their roles step by step and become adept. In addition to understanding economic and business trends and company policies, the program aims to build a broad base of knowledge, including the basic knowledge of accounting, taxation, labor relations, and corporate governance. This provides employees with opportunities to learn and grow as they look ahead to the next stage of their careers. From FY2024, we will expand the scope of the programs to all employees and focus on creating an environment where more employees can learn autonomously, thereby enhancing the learning foundation of the entire organization.

### ULVAC Academy Portal

The ULVAC Group provides a video learning platform, ULVAC Academy Portal, to support the growth of each employee. We have introduced blended learning that combines online and in-person training to support employees’ self-directed learning. We are continuously strengthening the education system by flexibly responding to an increase in the number of mid-career hires and the rotation of human resources between Group companies. We promote standardization of education throughout the Group, creating an environment where everyone can access the learning they need at any time. Some 6,000 ULVAC employees have registered. The portal, which supports Japanese, English, simplified Chinese, traditional Chinese, and Korean, currently offers around 2,500 items of content available for all employees.

# Development of Diverse Human Resources and Promotion of Their Advancement; Cultivation of Resilient Organizations

## UL-GAIA2024

ULVAC Global Awards of Improved Achievement (UL-GAIA) have been held annually since FY2019. At UL-GAIA, ULVAC Group employees selected from regions around the world give presentations demonstrating how they put the Basic Corporate Philosophy into practice, thereby making their initiatives visible. By making visible and recognizing initiatives that put the Basic Corporate Philosophy into practice, we aim to foster the ability to actively express individual views and to incorporate diverse perspectives, thereby co-creating new value.

In FY2024, under the special theme “Horizontal Deployment for Sharing,” we shared how the initiatives presented at UL-GAIA from 2019 to 2023 are being rolled out and utilized across the Group. With many employees actively participating and sharing their successes and challenges, growth and innovation are accelerating across the entire organization.

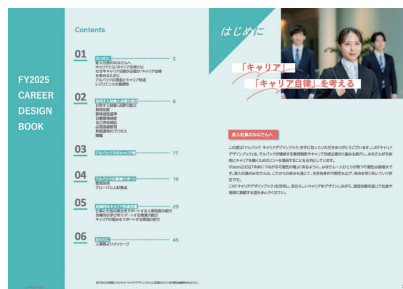


During UL-GAIA

## ULVAC Career Design Book

Since FY2024, ULVAC, Inc. has created a Career Design Book to help employees proactively develop their careers, making it available on the company portal. The book provides an easy-to-understand overview of the Basic Policy for Human Resources Development, certification criteria for internal qualifications, job categories, education systems, and personnel systems that support work-life balance (such as telecommuting and childcare leave). It serves as a helpful reference for employees as they consider their own career plans.

A booklet version is distributed to new graduate hires, as well as to their supervisors and mentors, to help deepen their understanding of the human resources development policies and systems. Because it can be referred to whenever needed, the booklet is an effective tool for fostering awareness of autonomous career development.



Career Design Book

## Development of Core Human Resources

In selecting and developing core personnel, ULVAC, Inc. sets guidelines based on the composition of its workforce and promotes balanced selection and development while ensuring diversity. In appointing core personnel, we conduct fair evaluations and appointments based on individual abilities, without regard to specific attributes.

Specifically, we are implementing selective training programs—the Resilience Program and Business Concept Enhancement Program—to develop leaders who proactively take on the challenges posed by global change. Selected members, including those from Group companies, participate in these programs, which provide opportunities to develop a broad perspective through training and to foster innovation through co-creation with team members.

## Employee Engagement

At ULVAC, Inc., we aim to build a mutually committed relationship with our employees, in which they empathize with the company’s policies and goals, and are motivated to grow and contribute. By utilizing engagement surveys\* and reflecting the views of employees, we are working to create an environment in which diverse human resources can thrive. The survey results are shared in feedback sessions for executives and managers, called “feedback sessions,” where participants assess gaps between the current state and the organization’s desired state, and continuously review and implement improvement measures. Through these activities, we aim to grow together with our employees and realize a sustainable future.

\*Work engagement, which assesses employees’ vitality, enthusiasm, and immersion in their work, is quantified and further evaluated using 12 related questions.

## Creating an Excellent Working Environment

ULVAC, Inc. is creating a working environment in which employees can demonstrate their strengths and originality while enhancing their productivity. Furthermore, we are developing conditions and programs that minimize the impact of life events, so that diverse human resources can flourish and perform well.

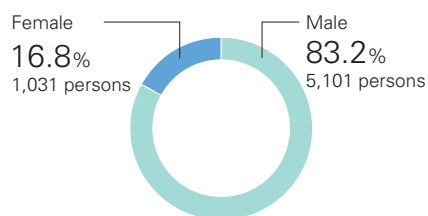
### Improvement of Systems for Flexible Workstyles

ULVAC, Inc. has established systems to support flexible workstyles, including a staggered working hour system, a flextime system, and an hourly annual paid leave system. Moreover, we have a system in place to accommodate diverse workstyles, including telecommuting, shorter work hours, and the use of satellite offices.

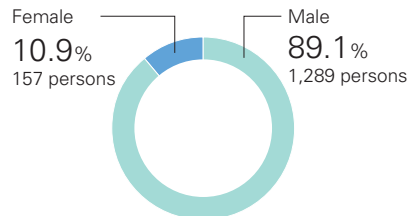
Furthermore, many employees take advantage of systems such as childcare leave, the short-working-hours system for childcare, and nursing care leave. We will continue to enhance awareness and other activities to encourage wider use of these systems.

### Human Resources Data

Employee gender ratio



Management gender ratio



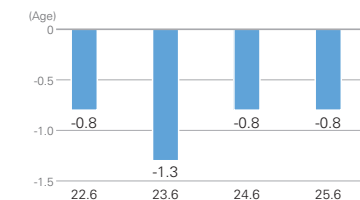
## Promotion of Health and Productivity Management

Human resources are the key to achieving Vision 2032 "Continue to be a Field of Potentiality for the Future." Based on the belief that "health" and "family" support human resources, we promote health and productivity management as one of the most important management themes. At ULVAC, Inc., the president, the Chief Health Promotion Officer, the senior manager of the Personnel Department, occupational health physicians, occupational health nurses, and staff of ULVAC Health Insurance Association act in unison to promote initiatives for health improvement. In addition to health checks, stress checks, and face-to-face guidance for employees who work long hours by an occupational health physician, other initiatives include reduction of health risks and support to enable employees to receive treatment while continuing to work.

### Health Risk Reduction

Our health risk reduction target is "Health age\*1 1.5 years lower than actual age by FY2025." Programs available for all employees of ULVAC, Inc. include online education programs covering long working hours, nutrition, women's health, and preparation for health checks, support for climate change adaptation, such as education on heatstroke prevention, and a walking program that utilizes the PepUp healthcare platform. The difference between health age and actual age is -0.8 years (FY2024), which is better than the national average (actual age) and has remained at the same level since FY2023. Going forward, we will continue to implement measures to lower health age, including further promotion of exercise programs.

### Health Age



\*1 An index developed by JMDC Inc. based on the medical checkup data and medical expenses of 1.6 million people. ULVAC, Inc. began measurement in FY2016. With the adoption of a new calculation formula from FY2023, past figures and target values have been revised to align with the new formula.

### Outstanding Organization of KENKO Investment for Health

ULVAC, Inc. has been certified in the Large Enterprise Category of the 2025 Outstanding Organizations of KENKO Investment for Health Program (White 500) jointly organized by the Ministry of Economy, Trade and Industry (METI) and Nippon Kenko Kaigi. Eight ULVAC Group enterprises\*2 in Japan have also been recognized in the SME Category of the 2025 Outstanding Organizations of KENKO Investment for Health Program. ULVAC will continue pursuing various initiatives to maintain and promote the health of employees.

\*2 Eight Group companies: ULVAC Health Insurance Association (Next Bright 1000), ULVAC TECHNO, Ltd., ULVAC KIKO, Inc., ULVAC EQUIPMENT SALES, Inc., ULVAC CRYOGENICS INCORPORATED, ULVAC-PHI, Inc., ULVAC COATING CORPORATION, SHOWA SHINKU CO., LTD.



For details Website >> News > Recognized in the 2025 Outstanding Organization of KENKO Investment for Health Program