<Health & Productivity Management Strategy Map>

Health Investment ★: Key measures		Effects of Health Investment: Indicators Regarding the Status of Health Investment Measures	Indicators Regarding Changes in Employee Awareness and Behavior	Indicators for Final Health-Related Targets
Workplace wellbeing	Work-life balance	Number of early alerts for tackling long work hours Number of recommendations for taking paid leave Rate of stress check participation Rate of completion for self-care and line-care e-learning	Number of employees working long hours Rate of taking paid leave Stress check (Quantitative burden, work control, support of superiors, support of colleagues, stress reaction)	Work and life satisfaction - Total health risk score - Rate of high-risk departments - Rate of employees with high stress levels
Mental health	★Mental health ★Stress check analysis/improvement ★Health literacy training	Rate of recognition and access for the healthcare portal site Rate of recognition for the health consultation desk	Rate of utilizing consultation desk Rate of implementing specified health guidance	Rate of employees newly taking leave
Physical health	- Health check, etc. analysis/improvement - Lifestyle habit improvement (sleep and diet) ★Anti-smoking measures	- Rate of regular health checkups - Rate of taking comprehensive medical checkups - Rate of taking follow-up examinations - Number of target employees for specified health guidance Rate of participation in sleep program Rate of participation in gut health program Rate of participation in anti-smoking program	Rate of employees with a healthy weight Rate of employees getting enough sleep Rate of employees skipping breakfast Rate of employees giving up smoking and staying non-smokers	Rate of employees with abnormal findings Rate of target employees for specified health guidance Rate of smoking

Employee Health Issues	Cultivating an Organizational Culture		
- Improve health literacy and self-care - Prevent the onset of illness (sleep, diet, smoking, and mental health measures)	- Spread information via intranet - Describe goals of legal compliance and Health & Productivity Management when presenting plans - Conduct periodic surveys to check the rate of recognition and identify on-site needs	- Establish a department for promoting Health & Productivity Management and a system for promoting Health & Productivity Management - Under the supervision of the person responsible for Health & Productivity Management (the Representative Director, President), build connections with wellness promotion units, relevant departments, health insurance unions, and labor unions	- Group analysis of stress check - Mental health improvement awareness survey (MIRROR) - Engagement survey

Health & Productivity Management Promotion Policy

We aim to achieve wellbeing for every one of our employees by promoting employee health and fulfillment in professional and private lives via a clean and comfortable workplace environment.

We aim to maintain and improve the mental and physical health of our employees in order to improve performance and labor productivity.

Target Fiscal Year: 2031

KGI	Health & Productivity Management Targets
Work-life balance 75% or higher	Improved workplace wellbeing
Work engagement 2.8 and higher	Improved performance
Presenteeism 80% or higher	
Absenteeism 1.7% or lower	Maintenance and improvement of mental and physical health

Management Policy

【Corporate Philosophy】

Fill Everyday Life With Joy and Possibility

【Corporate Motto】

Change as Chance