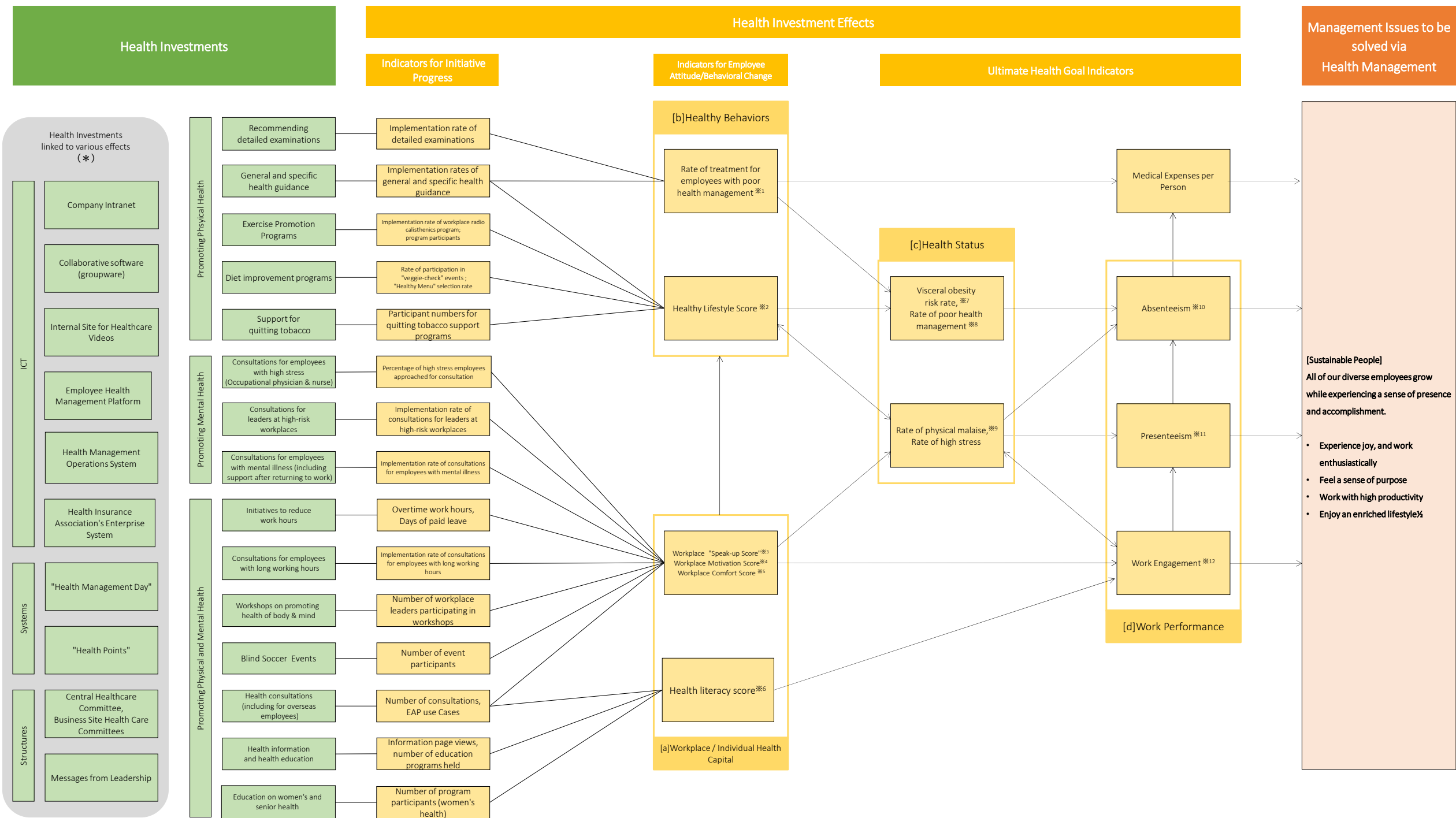


Health Management Strategy Map

Our company sets sustainable management policies while aiming towards our basic business principle: "Making lives better by co-creating value." In order to create the foundation of our sustainable management policy, "human-centered business management" (all of our diverse employees growing while experiencing a sense of presence and accomplishment), we aim to bring happiness to our employees by increasing individual employee productivity through health management and by creating a vibrant workplace, continuously improving to reach our 2025 targets in work engagement, presenteeism, absenteeism, and healthcare cost per employee.



※1 Indicator to measure percentage of employees designated as having poor health management but who are already receiving medical treatment. Calculated based on health checkup and medical interview results: employees taking medication ÷ (employees taking medication + employees not taking medication but designated having poor health management) × 100%

※2 Indicator to measure how well employees are taking the essential actions necessary to maintain good physical and mental health. Calculated based on medical interview results by assigning points (0 - 1 point) to desirable healthy behaviors regarding exercise regimen, diet, and sleeping, drinking, and smoking habits, and summing to a total between 0 - 6 points.

※3 Indicator of how much employees feel a sense of psychological safety while at work. Computed from eight separate items on the employee stress check.

※4 Indicator of how much the workplace is providing a motivating environment for employees. Computed from seven separate items on the employee stress check.

※5 Indicator of how much employees feel that their present work environment is a comfortable / agreeable place to work. Computed from seventeen separate items on the employee stress check.

※6 Indicator of ability to obtain, understand, evaluate, and utilize health related information to maintain and improve one's health. Calculated from a CCHL survey.

※7 Indicator of percentage of employees at high-risk for visceral obesity, which can lead to lifestyle diseases such as hypertension, dyslipidemia, and diabetes. Calculated as the percentage of employees with both abnormal waistline and BMI measurements on their medical checkups.

※8 Employees with test results that surpass our company's standards in any one of 4 categories of test results from health checkup examinations (blood pressure, blood count, lipid levels, and liver function) and that warrant the recommendation or ordering of further medical examinations are called "Employees with Poor Health Management." This indicator is the percentage of such employees (higher percentages are undesirable).

※9 Indicator measuring the percentage of employees who experience symptoms and general lack of well-being but without an identifiable disease or medical cause. Calculated by converting the responses to items on the stress test regarding general malaise to a raw score.

※10 Indicator measuring the percentage of employees who have unexcused/unplanned absence from work. Calculated from attendance records (higher percentages are undesirable).

※11 Indicator of the loss due to employees who, although attending work, experience lower work performance due to physical or mental health problems. Rate of loss due to presenteeism is calculated using the results of a WHO-HPQ questionnaire, where employees evaluate their work performance in the past month on a 0-10 scale.

※12 Indicator measuring employee work engagement (vitality, enthusiasm, focus). Calculated from "work engagement" related items on the stress check.

The amount of health investments for the primary initiatives in FY2023, including the healthcare operations of the health insurance association, was approximately 200 million yen.