

Fiscal 2025 Results and Issues, and Future Initiatives\_Promoting employee health

Assessment ◎All targets attained ○Most targets attained △Challenges remain judging from results × No progress made

Fiscal 2025 Plan		Assessment	Fiscal 2026 Initiatives
Priority Measures and Targets	Fiscal 2024 Results and Remaining Issues (● Goals achieved ▲ Remaining issues)		
<p>① Raise level of initiatives guided by new KPI (health score) 1) Achievement ratio of 6 or more items: 48% (increase of 1 point) 2) Provide support for raising level of initiatives for new KPI at Group companies</p>	<p>① Raise level of initiatives guided by new KPI (health score) ●1) Achievement ratio of 6 or more items (DNJP): 52.6% (DNJP + Domestic Group companies: 47.9%) 2) Completed the establishment of KPIs for overseas Group companies in all regions ▲ Continue initiatives to enhance level of execution and achieve health score targets and overseas KPIs</p>	○	<p>① Promote a Global PDCA Cycle for Health Management 1) DNJP: Achievement rate for six or more health score items: 54% Domestic Group: Achievement rate for six or more health score items: 49% 2) Achievement of health management KPI targets in each region</p>
<p>② Promote measures to prevent lifestyle diseases 1) Reduce the number of employees receiving specialized health guidance (increase number of employees no longer needing guidance and decrease number of new employees needing such guidance) Implement health guidance for young employees at risk: 80% of employees improving their condition, 50% improving to a level no longer needing guidance Provide effective support to prevent rebounds: 80% of employees improving their condition after education/35% prevention of rebound (as of fiscal 2026 year-end) 2) Promote measures to prevent worsening health of high-risk employees</p>	<p>② Promote measures to prevent lifestyle diseases ●1) Achieved improvement rate among individuals subject to specialized health guidance of 81% and transition rate to non-applicable of 51.6% Estimated applicability rate for specialized health guidance: 18% (down two percentage points year on year) 2) Quantified cerebrovascular and cardiovascular disease onset risk and offered occupational physician guidance for 14 employees on a trial basis ▲ Further reduce the number of applicable individuals (increase rate of transition to non-applicable/decrease rate of newly applicable) and reduce the number of other high-risk individuals and those discontinuing treatment</p>		<p>② Measures to prevent lifestyle diseases ●1) Identified high-risk individuals through data analysis and promoted measures to prevent disease progression 2) Reduced the number of individuals subject to specialized health guidance: Of these individuals, 80% showed improvement, and the projected applicability rate for the upcoming fiscal year is 17%.</p>
<p>③ Promote measures to address mental health issues 1) Promote early consultation and create an environment where employees feel comfortable seeking advice 2) Identify factors pertaining to individuals who are at high risk of taking leave and implement countermeasures 3) Continue and strengthen awareness-building initiatives on how to take care of team members for managers and supervisors</p>	<p>③ Promote measures to address mental health issues ●1) Number of internal consultations: 655 individuals (246% year on year), averaging 55 cases per month 2) Promoted mandatory training incorporating self-care videos focusing on groups prone to taking new leave of absence, underlying factors, and preventive measures 3) Developed and rolled out an initial-response guide for workplace issues and implemented collaborative training sessions between newly appointed managers and the HR department ▲ Strengthen efforts to form connections with individuals/workplaces with the aim of reducing employees on leave</p>		<p>③ Promote measures to address mental health issues 1) Raise awareness of prompt consultations and create environments that make it easy to receive consultations: 80 consultations per month 2) Foster a culture in which colleagues look out for one another and proactively reach out to each other 3) Visualize health risk data to enhance awareness in the workplace and among individuals, and encourage early, self-initiated action 4) Promote measures to prevent recurrence among employees returning from leave</p>