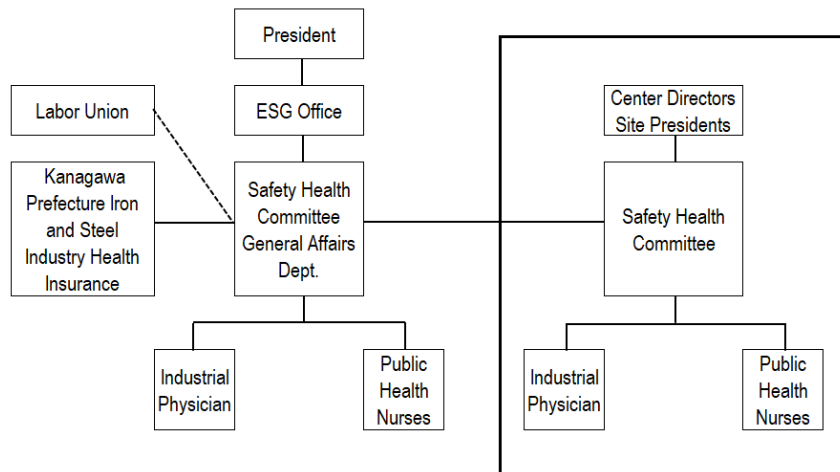


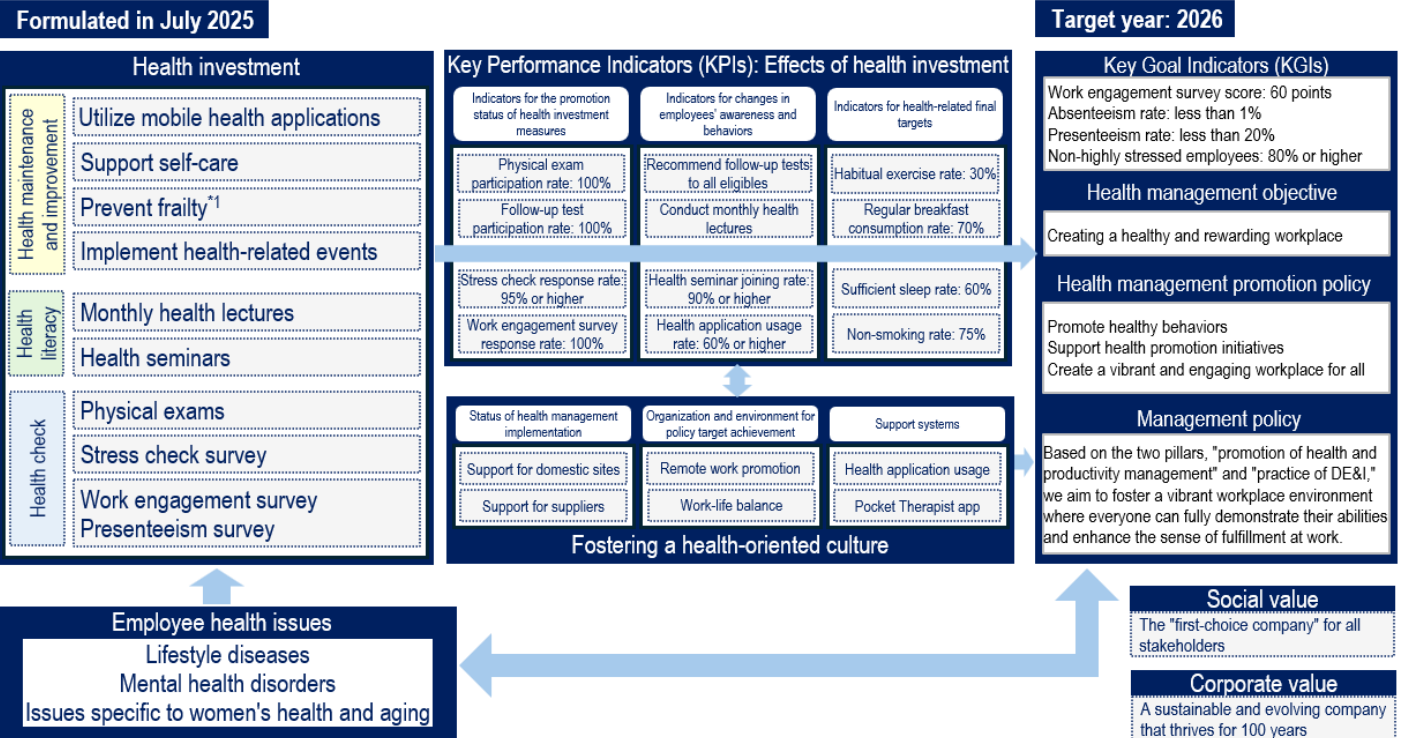
Yorozu Group Health Management

Health Management Promotion Structure

Under the leadership of the President, who has overall responsibility for health management, the ESG Office serves as the core function to advance the initiatives in collaboration with the industrial physician and public health nurse through the Safety and Health Committee. At the monthly meetings of the Committee, safety and health information is shared and specific themes are discussed together with the labor union.



Strategy Map



- KGIs refer to indicators that confirm the status of progress toward target achievement and the final year for the target achievement.
- KPIs refer to indicators that visualize the progress of initiatives and their effects.

^{*1} Frailty refers to a reduced ability to resist and recover from various stresses, including physical, cognitive, mental, psychological, and social stresses, caused by age-related decline in physiological reserve.

Yorozu's Main initiatives

Employee Engagement Reform

KGI: Work engagement survey score of 60 points

Initiatives to foster engaging workplaces

- Optimize working hours
- Promote the use of annual paid leave
- Encourage remote work
- Establish a health consultation window
- Develop a support system to balance medical treatment and work
- Introduce the GLTD program

Measurement of employee engagement*2

	FY2021	FY2022	FY2023	FY2024	FY2026 Target
Work engagement score	—	—	55.5 pt	56.0 pt	60.0 pt
Number of respondents	—	—	480	455	—
Response rate	—	—	96.0%	97.0%	100.0%

*2 Employee engagement was measured by an external survey firm through a survey.

Work style-related indicators

	FY2021	FY2022	FY2023	FY2024	FY2026 Target
One-on-one meeting implementation rate	—	—	47.0%	63.0%	80.0% or more
Percentage of male employees taking parental leave	71.4%	22.2%	51.7%	100.0%	80.0% or more
Employee turnover rate	6.5%	6.6%	5.2%	6.8%	—
Remote work rate	34.1%	36.6%	29.8%	26.9%	50.0% for every fiscal year
Paid leave usage rate	66.7%	72.5%	84.2%	86.8%	80.0% for non-managers
Annual total actual working hours (h)	1,831	2,046	2,088	2,123	—

Health development support and promotion of healthy behaviors

KPIs:

- Habitual exercise rate: 30%
- Regular breakfast consumption rate: 70%
- Sufficient sleep rate: 60%
- Non-smoking rate: 75%

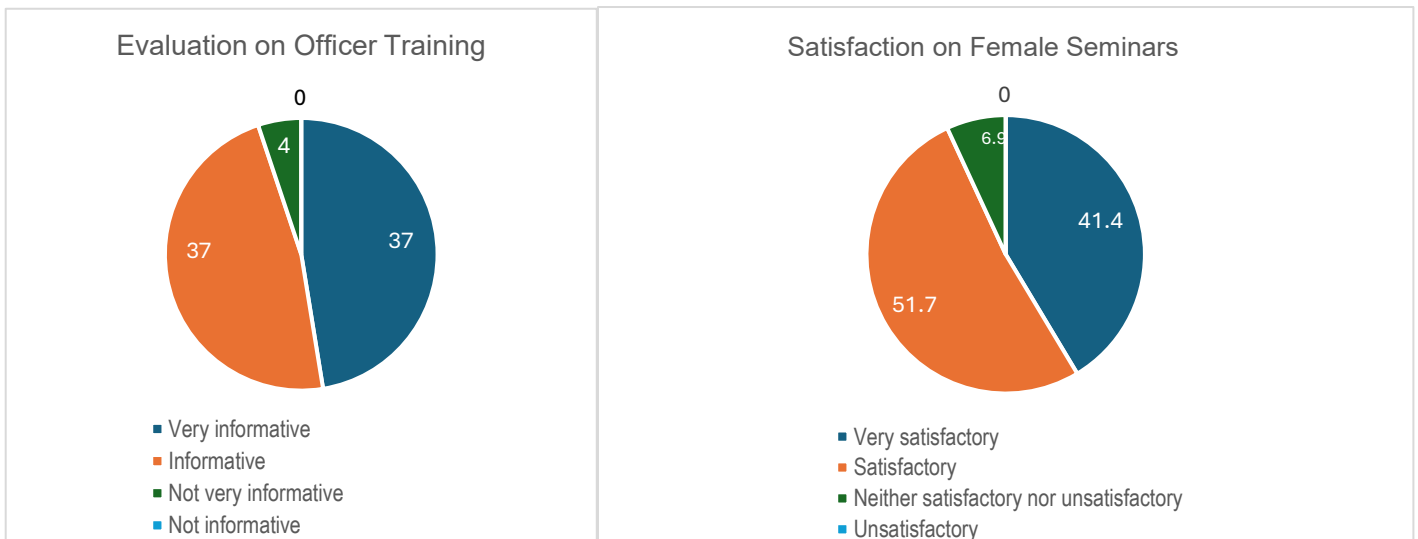
<Improvement in health awareness>

Health-related seminars are conducted to enhance individual awareness, while an industrial physician and public health nurse provide lectures at the monthly Safety and Health Committee meetings. In addition, various events are implemented for initiatives related to healthy eating and exercise to further promote health awareness.

Seminar participation rates

	FY2021	FY2022	FY2023	FY2024
Female health seminar (for female employees)	92.6%	76.8%	73.8%	—
Female health seminar (for manager-level employees)	—	29.0%	56.2%	—
Female health seminar (open to all employees)	—	—	—	12.7%
Training for manager-level employees	76.8%	65.5%	72.8%	75.7%
Training for new hires	100.0%	100.0%	100.0%	100.0%

Evaluation and satisfaction for each seminar



Health-related events

Measurement event

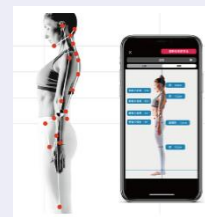
On the day of the regular health checkup, measurements of vegetable intake, vascular age, grip strength, and physical agility were conducted. Comments from participants, such as "I intend to eat more vegetables" and "I will exercise more to improve blood circulation," suggested a growing interest in maintaining personal health. After the event, participants exchanged their results and enjoyed communicating about their healthy habits.

Participation rate: 30.6%



AI posture analysis

An AI posture analysis was conducted. This analysis allows you to assess your current body alignment and can predict your future posture, which is helpful in preventing frailty that can happen in old age. The participants were able to reacknowledge the importance of muscle training and stretching, and were absorbed in the conversation on the topic when the results came out on their smartphones the next day.

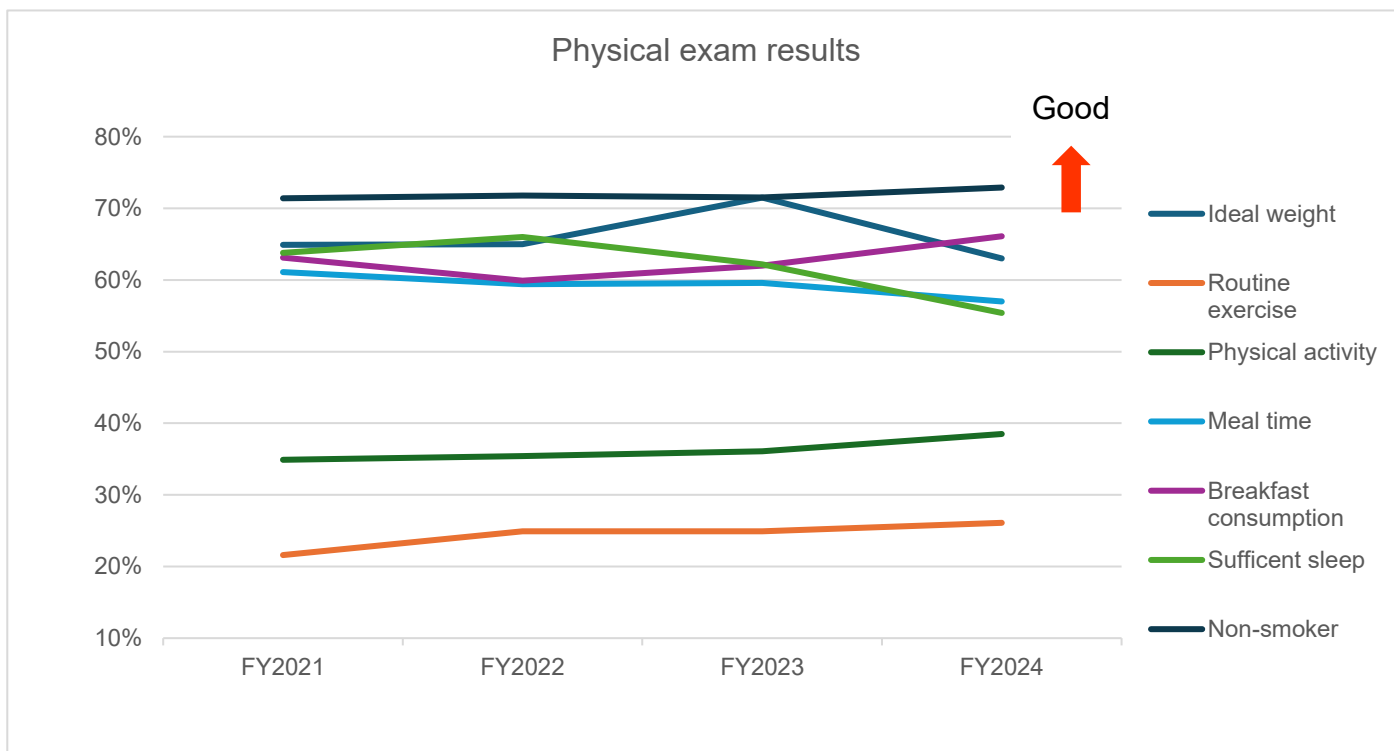


Participation rate: 9.1%

<Prevention of lifestyle-related diseases, early detection and treatment>

Metabolic syndrome is a group of conditions, i.e. high blood sugar, high blood pressure, and abnormal levels of fat in the blood, that accelerates the hardening of the arteries when combined with visceral fat obesity. It raises the risk of lifestyle-related diseases such as heart disease and stroke. You can expect the lifestyle-related disease symptoms to improve just by changing your lifestyle habits. The company provides suggestions on meals, exercise, sleep, and smoking cessation, as well as health guidance, and advises that everyone should receive a physical for early detection and treatment.

Yearly trends in physical exam results



Ideal weight: Rate of persons maintaining ideal weight

Routine exercise: Rate of persons who do a 30-minute light-sweat exercise at least twice/week and have continued it for over a year

Physical activity: Rate of persons engaging in physical activities equivalent to walking at least one hour/day in daily life

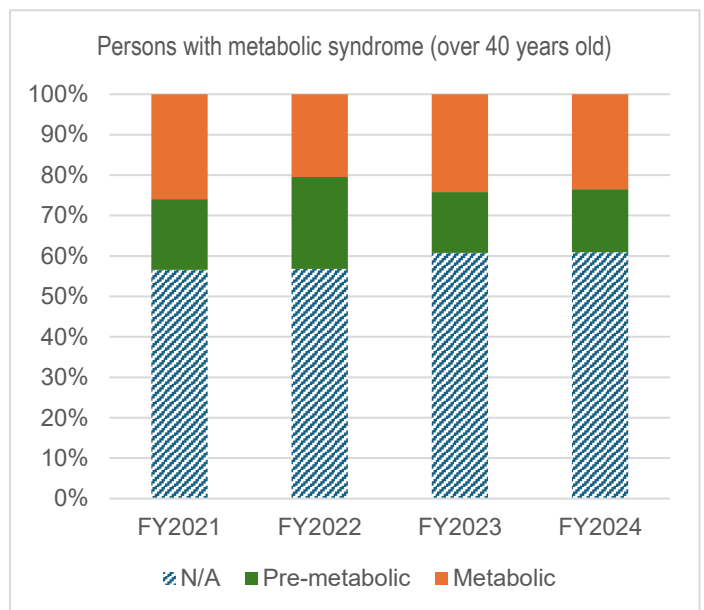
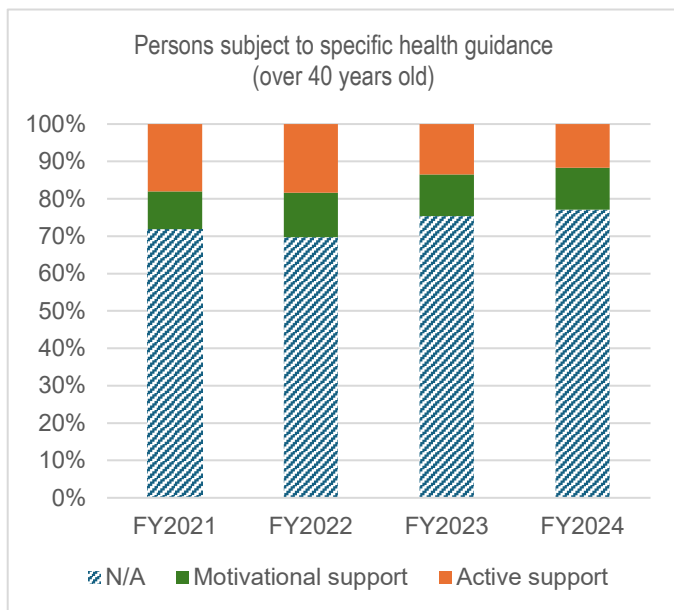
Meal time: Rate of persons who eat dinner at least two hours before going to bed, or within two hours before bed but only once or twice a week

Breakfast consumption: Rate of persons who eat breakfast every day, or skip breakfast no more than twice a week

Sufficient sleep: Rate of persons who get enough rest through sleep

Non-smoker: Rate of persons who do not smoke cigarettes

Rate of persons subject to specific health guidance, rate of persons with metabolic syndrome (over 40 years old)



Efforts to establish regular exercise routine and improve physical activities

FY2026 target: Rate of established exercise habits 30%

Team competition in a walking event

An online walking event using a health app was held with hopes of developing a habit of exercise and increasing the amount of physical activities. Making it a team-based competition not only increased the number of total steps but also led to more communication in the team. Some teams even scheduled extra walking events of their own to increase the pedometer readings. We will continue with these activities aimed at improving the figures to help make a routine of exercise and physical activities.



Let's walk fest

Participation rate: 23.5%

Yokohama HQ participates in the Walking Event held by Health Insurance Society

Yorozu Yokohama takes part in the “100-kilometer Walking Event” held by the Health Insurance Society. The event is held twice a year and the walking distance is eight to nine kilometers. The aim of the event is not just to walk. It gives us the chance to get to know the people working in other departments who we don't usually talk to at work. It's an enjoyable way to stay fit and healthy.



Efforts to improve eating habits

FY2026 target: Rate of breakfast consumption 70%

Promotion of health behavior using the health app

The company has introduced the health app, SUNTORY+. The app offers easy-to-adopt suggestions on eating and exercise that the user can choose from, and when the actions are taken, rewards the user with points. The collected points can be exchanged with healthy drinks. It's a fun and game-like way to keep up the healthy habits.

Rate of registration in app: 68.0%



Efforts to enhance sleep quality

FY2026 target: Rate of good quality sleep 60%

Service that provides direct access to healthcare professionals

We have introduced the Pocket Therapist. Talking directly with a healthcare professional can help identify the cause of health concerns, and receive proper advice with programs that could improve the symptoms. Various factors can be considered as the cause of insomnia, but personal consultation leads to support that is tailored to the individual.



Pocket Therapist

Efforts to increase non-smoking rate

FY2026 target: Non-smoking rate of 75%

Yorozu No-Smoking Day—Online quit smoking program by Health Insurance Society

We have established May 31 as Yorozu No-Smoking Day to align with World No Tobacco Day and to encourage employees to quit smoking. The Health Insurance Society also offers an online smoking cessation clinic that people who want to quit smoking can feel free to turn to without having to make an in-person visit.

Participation rate: 15.5%



Yorozu No-Smoking Day



Quit smoking campaign

Rate of participating in annual physical exams and follow-up visits

	FY2021	FY2022	FY2023	FY2024	FY2026 target
Participation rate	100.0%	100.0%	100.0%	100.0%	100.0%
Rate of follow-up tests received	42.5%	36.4%	71.2%	96.6%	100.0%

Participation rate: Long-term absent employees are excluded

Rate of follow-up tests received: Number of follow-up test recipients/number of applicable persons

Rate of persons with high-risk health issues

The company's public health nurse supports all employees diagnosed as having high-risk health issues, by talking personally and inquiring about hospital visits, medication status, and lifestyle, to give advice on improving their health.

	FY2021	FY2022	FY2023	FY2024	FY2026 target
Prediabetic	0.9%	0.5%	0.5%	1.1%	Less than 1.0%
Hypertension risk	0.3%	0.5%	0.3%	0.8%	Less than 0.5%
Uncontrolled diabetes	0.6%	1.2%	1.0%	1.3%	Less than 1.0%
Treatment continuation rate	66.7%	60.0%	75.0%	60.0%	100.0%

Prediabetic: Rate of persons with fasting blood sugar level of 200 mg/dl or higher

Hypertension risk: Rate of persons with systolic blood pressure of 180 mmHg or higher, or diastolic blood pressure of 110 mmHg or higher

Uncontrolled diabetes: Rate of persons with HbA1c at 8.0% or higher

Treatment continuation rate: Rate of persons undergoing treatment for uncontrolled diabetes

A vibrant workplace for all

KGIs: Decrease in absenteeism

Rate of long-term leave due to mental health issues: less than 1%

Decrease in presenteeism

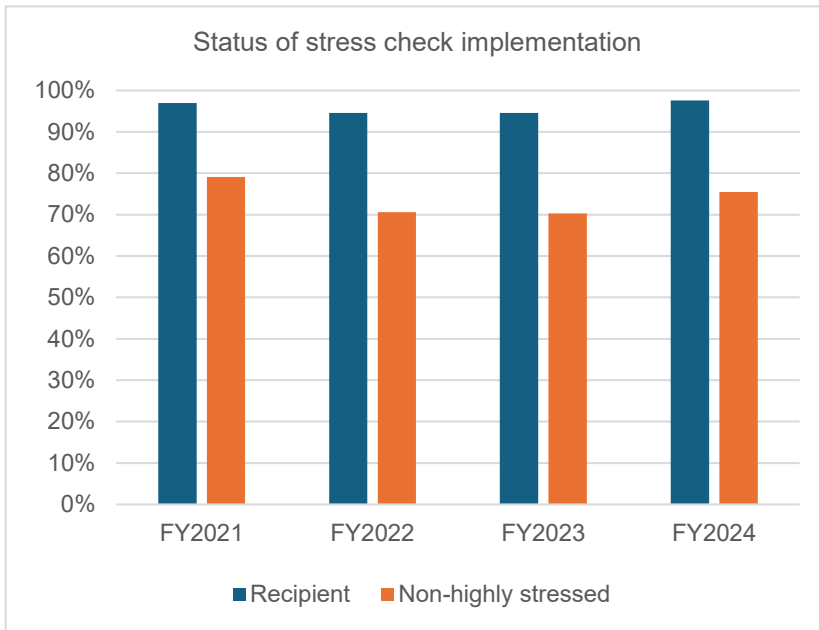
SPQ (Single-Item Presenteeism Question) University of Tokyo version: less than 20%

Increase of non-highly stressed employees: 80% or higher

Measures for preventing and managing mental health issues

In an aim to prevent mental health disorders, the company performs a stress check once a year to encourage awareness of stress and support those in need of help for self-care. In addition, a system is in place where an occupational physician or a public health nurse is available for consultation whenever necessary. We conduct a group analysis on the stress check survey results and hold mental health seminars for manager-level employees.

Status of stress check



Stress check: Based on the results from Brief Job Stress Questionnaire (57 questions version)

Absenteeism measurement

	FY2021	FY2022	FY2023	FY2024	FY2026 target
Absenteeism rate due to mental health issues	0.7%	0.7%	1.1%	2.2%	Less than 1.0%
Number of employees feeling highly stressed	444	431	464	412	—

Absenteeism rate due to mental health issues: Rate of unplanned absences among employees suffering from poor mental health

Presenteeism measurement

	FY2021	FY2022	FY2023	FY2024	FY2026 target
SPQ (Single-Item Presenteeism Question, University of Tokyo Working Group version)	—	—	20.0%	20.2%	Less than 20.0%
Number of respondents	—	—	480 人	455 人	—
Response rate	—	—	96.0%	97.0%	100.0%

Presenteeism: Measurement based on SPQ (Single-Item Presenteeism Question by University of Tokyo Working Group)

Reducing presenteeism at work

Pocket Therapist has been introduced to help reduce presenteeism.

All you need to do is register in the app, which gives you access to consultations with healthcare professionals and videos on self-care and wellness programs like stretching exercises. It can

provide online medical consultations about your concerns and anxieties. By making use of the Pocket Therapist, the company encourages self-care actions and aims to improve productivity.

