

We revised our Health-Conscious Management Declaration!

Based on NOF's belief that "securing the safety and health of employees and creating a pleasant working environment are the foundation for sustainable growth of a corporation," we will continue to work on creating comfortable workplaces, including support for balancing childcare and nursing care. In addition, we will promote initiatives that enable employees to work with vitality in terms of both mental and physical health, aiming to promote employee health and achieve corporate sustainable growth.

Koji Sawamura, President and Chief Executive Officer, October 1, 2026

Priority items



Workplace

Creation of a pleasant working environment

- ✓ Promote operational efficiency and curb long working hours
- ✓ Further expand programs to support a balance between work and childcare, family care, medical treatment, etc
- ✓ Prevent passive smoking



Mental health

Mental healthcare

- ✓ Encourage employees to take stress tests
- ✓ Raise awareness of self-care through mental health training
- ✓ Enhance mental health consultation programs



Health promotion

Maintenance and promotion of health

- ✓ Ensure implementation of health examinations and appropriate health guidance
- ✓ Encourage follow-up examinations and confirmation of results
- ✓ Promote exercise in daily life

Expected results

Improved labor productivity (including enhanced innovation creation capability)

Higher employee engagement

Lower turnover rate

Reduced medical expenses and fewer sick leave days



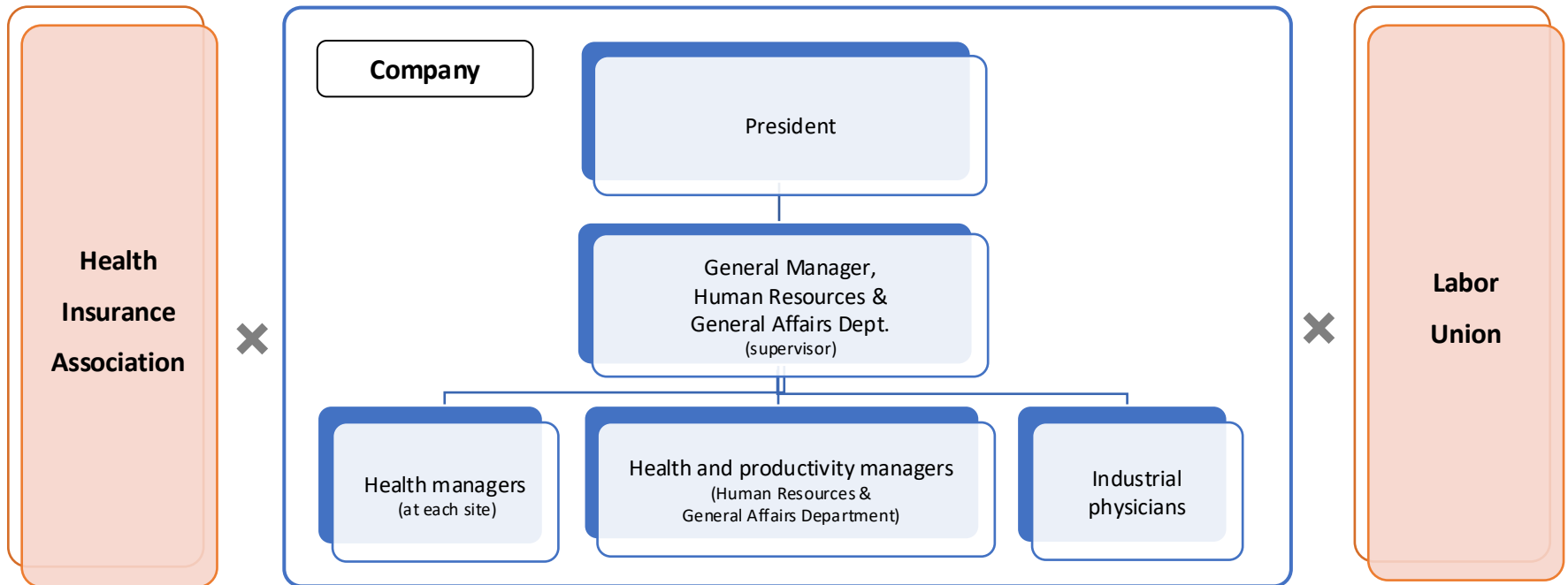
Recognized as
an Outstanding Organization of
KENKO Investment for Health
for 8 consecutive years



2026
健康経営優良法人
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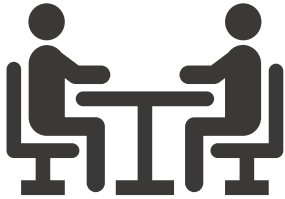
*Recognition Program for the Outstanding Organizations of KENKO Investment for Health: This program, jointly administered by the Ministry of Economy, Trade and Industry (METI) and the Nippon Kenko Kaigi, recognizes corporations that excel in health and productivity management.

Promotion system



Examples of initiatives

Priority area 1



Creation of a pleasant working environment

- ✓ Encourage employees to take at least 8 days of annual leave
Target annual leave usage rate:
75% or higher in FY2026
FY2024: 79.1% FY2025: 81.4%
- ✓ Conduct periodic surveys on long working hours
Target for average overtime hours:
Keep within 20 hours per month
FY2024: 13.8 hours FY2025: 15.0 hours
- ✓ Continue smoking cessation program and establish “No Smoking Day”
Target smoking rate: 20% or lower
FY2024: 23.4% FY2025: 23.2%

Priority area 2



Mental healthcare

- ✓ Promote greater self-care awareness and encourage employees to take stress checks
Target test participation rate:
Maintain rate of 99% or higher in FY2026
FY2024: 100% FY2025: 100%
- ✓ Implement regular mental health training by organizational level, establish external consultation services, and provide guidance through interviews for employees under high stress
Comprehensive health risk* target:
Keep below 100
FY2024: 95 FY2025: 95

*Defined based on the Brief Job Stress Questionnaire;
national average = 100

Priority area 3



Maintenance and promotion of health

- ✓ Encourage participation in the “Health Promotion Walking” program organized by the NOF Health Insurance Association for health maintenance and promotion
Target participation rate:
50% or higher in FY2025
FY2024: 55.4% FY2025: 56.7%
- ✓ Have industrial physicians review health examination results, issue notifications for follow-up examinations, and encourage participation in interviews with industrial physicians
Health examination uptake rate: 100%
FY2024: 100% FY2025: 100%
- Specific health guidance completion rate:
45% or higher
FY2023: 36.9% FY2024: 38.5%

ACTION



Smoking cessation program

With the goal of promoting the health of smokers and preventing secondhand smoke exposure among nonsmokers, NOF is recruiting participants for its online smoking cessation program to support smokers in quitting. Additionally, starting in January 2025, the company has designated a “No Smoking Day” to encourage smokers to consider quitting.

Smoking Cessation Program Participants

FY 2021: 31 participants; 26 successful quitters

FY 2022: 11 participants; 9 successful quitters

FY 2023: 10 participants; 4 successful quitters

FY 2024: 5 participants; 3 successful quitters

FY 2025: 8 participants; 6 successful quitters

* The number of successful quitters reflects the count at the end of the program.

ACTION



Prevention and alleviation of mental health issues

NOF is promoting comprehensive measures that range from the prevention and mitigation of mental health disorders to support for returning to work. Since 2009, the company has conducted annual stress checks; the results are reviewed by the Health and Safety Committees at each business location, and efforts are made to develop and implement countermeasures. The participation rate for the fiscal year 2025 stress checks reached 100 percent.

In addition, the company is implementing initiatives such as establishing external counseling services to facilitate early detection and appropriate intervention, as well as supporting the smooth return to work of employees on long-term leave or medical leave due to mental health issues through the “Return-to-Work Support Program.” In promoting the “Return-to-Work Support Program,” the company collaborates with occupational physicians specializing in mental health and implements initiatives based on their expert insights.

Furthermore, in fiscal year 2025, we conducted mental health (line care) training (for 37 participants) as part of the promotion training program for newly promoted general staff officers, and we are promoting measures aimed at maintaining and improving employees’ mental well-being through the management hierarchy.

ACTION



Building physical strength at sports clubs

Given that, starting in 2024, working from home, a lack of physical activity, and promoting the health of older employees through an extension of the retirement age will become challenges, we have taken steps to make it easy even for beginners to participate. Although there are still some difficulties with using the program in certain areas, more than 200 people are already taking advantage of this offer.



“Health Promotion Walking” by the NOF Health Insurance Association

The NOF Health Insurance Association is promoting an initiative to encourage individuals identified as being at risk for metabolic syndrome—based on their health checkup results—to participate in walking programs, with the aim of helping them establish regular exercise habits. The participation rate for fiscal year 2025 was 56.7 percent.

In addition, the NOF Health Insurance Association provides employees with a variety of health-related information through its newsletter, “Sukoyaka,” and has established a system in partnership with sports clubs to offer employees access to these facilities at reduced rates.



Periodic health examinations

In addition to the legally required items, our regular health checkups include optional tests such as tumor marker tests. Following these checkups, we collaborate with the N Health Insurance Association to ensure the efficient and effective implementation of specific health screenings and specific health guidance. NOF’s participation rate for regular health checkups reached 100% in fiscal year 2025.

Furthermore, NOF’s implementation rate for specific health guidance reached 38.5% in fiscal year 2024.



Health measurement sessions

NOF believes that, when it comes to maintaining and promoting health, each employee’s awareness and commitment are of the utmost importance; therefore, the company holds simple health screening sessions. These sessions provide quick assessments of vascular age and dietary habits, and participants receive feedback in the form of quantified data on their vascular age and vegetable intake—whether it is sufficient or insufficient—to encourage them to take steps toward improving their health.