

# We revised our Health-Conscious Management Declaration!

While maintaining our basic approach and existing initiatives, we have revised our Health-Conscious Management Declaration with the aim of strengthening our support for employees balancing work with childcare and nursing care, as well as promoting employee health and ensuring the company's sustainable growth.

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, 2025**

## 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

## External recognition



**Recognized as  
an Outstanding Organization of  
KENKO Investment for Health  
for 7 consecutive years**

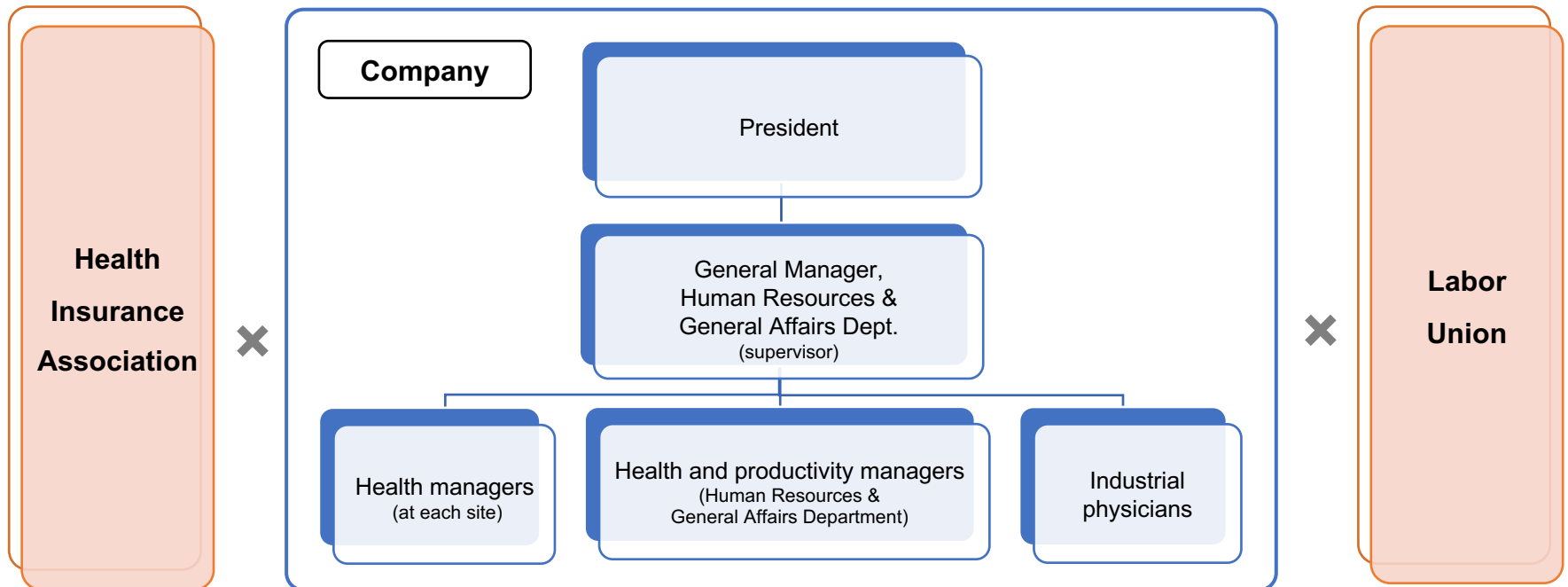


2025  
**健康経営優良法人**  
KENKO Investment for Health  
大規模法人部門

\*Recognition Program for the Outstanding Organizations of KENKO Investment for Health:

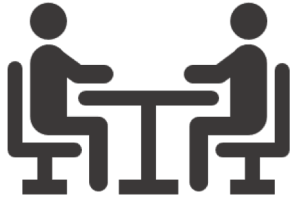
This program, jointly administered by the Ministry of Economy, Trade and Industry (METI) and the Nippon Kenko Kaigi, recognizes corporations that excel in health and productivity management.

## 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 FY2025

FY2023: 76.0% FY2024: 79.1%

#### New!

- ✓ Conduct periodic surveys on long working hours

Target for average overtime hours:  
Keep within 20 hours per month

FY2023: 13.4 hours FY2024: 13.8 hours

#### New!

- ✓ Continue smoking cessation program and establish “No Smoking Day”

Target smoking rate: 20% or lower

FY2023: 23.8% FY2024: 23.4%

## 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 FY2025

FY2023: 99.9% FY2024: 100%

#### New!

- ✓ 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

FY2023: 96 FY2024: 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

FY2023: 51.0% FY2024: 55.4%

#### New!

- ✓ 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%

FY2023: 99.8% FY2024: 100%

Specific health guidance completion rate: 45% or higher

FY2023: 36.9%

## ACTION



### Smoking cessation program

With the aim of helping habitual smokers improve their own health and preventing passive smoking damage to nonsmokers, we help habitual smokers quit smoking by inviting them to participate in our online smoking cessation outpatient program. Furthermore, we established a No Smoking Day in January 2025, and are working to encourage smokers to consider quitting.

#### Participants in smoking cessation program

FY2021: 31 participants, 26 successful participants

FY2022: 11 participants, 9 successful participants

FY2023: 10 participants, 4 successful participants

FY2024: 5 participants, 3 successful participants

\*The number of successful participants indicates the number of people as of the end of the program.

## ACTION



### Prevention and alleviation of mental health issues

NOF is promoting comprehensive measures including the prevention and alleviation of mental health issues and return-to-work support. We have conducted stress tests annually since 2009, with the results being deliberated upon by the safety and health committees at each works, and examine and implement necessary measures. In fiscal 2024, the uptake rate of stress tests was 100%.

In addition, we are implementing initiatives such as setting up an outside counseling desk to facilitate early detection and appropriate responses, as well as supporting the smooth return to work of employees on long-term leave due to mental health issues under a return-to-work support program. In promoting the return-to-work support program, we work together with industrial physicians specializing in mental health issues and incorporate their expertise into our initiatives.

Moreover, in fiscal 2024, we offered mental health care ("line care") training to 29 people who took part in training for those promoted to career-track managers. We are also promoting measures to maintain and improve the mental health of employees through managers.

## ACTION



### Building physical strength at sports clubs

Anticipating that we would need to address the lack of physical activity due to working from home and promote the health of senior employees due to the extended retirement age, in 2024 we began providing support programs in which beginners casually participate. While there may be some locations where sports clubs are difficult to use, over 200 employees have used them.



### "Health Promotion Walking" by the NOF Health Insurance Association

The NOF Health Insurance Association is promoting an initiative to encourage individuals with health risks, such as metabolic syndrome identified through health examination results, to start walking as a way to help them establish regular exercise habits. In fiscal 2024, the participation rate among employees with health risks was 62.9%, while the overall participation rate was 55.4%.

Among other initiatives, the NOF Health Insurance Association provides employees with a variety of health-related information in the newsletter "Sukoyaka," and has also collaborated with a sports club to provide employees with inexpensive access to the club.



### Periodic health examinations

We conduct periodic health examinations for employees. In addition to the legally required items, we also provide optional tests, such as tumor markers. After periodic health examinations, in cooperation with the NOF Health Insurance Association, we provide specific health examinations and specific health guidance in an efficient and effective manner. In fiscal 2024, the uptake rate of periodic health examinations at NOF was 100.0%.

In addition, NOF's completion rate of specific health guidance was 36.9% in fiscal 2023.



### Health measurement sessions

NOF holds simple health measurement sessions, as we believe that each employee's awareness and willingness are of the utmost importance for maintaining and improving their health. We use simple methods to measure employees' vascular age and dietary habits, and provide feedback on information that quantifies vascular age and excessive or insufficient vegetable intake, to encourage employees to improve their health.