

Health Management Strategy Map

Purpose

“Make a difference in everyday lives by redesigning habits (ReDesign)”

Vision2030 Long-Term Strategic Framework

Generate social and economic value by supporting the creation of positive habits, particularly in Asia (Enhance corporate value)

Vision for Health and Productivity Management

By making healthy behaviors a habit among employees, we put our purpose into practice and contribute to society

Employee Health Challenges addressed by Our Human Resources Strategy

Three Themes for Generating Dynamism in People and the Organization

Enhance Human Capital Value

Furthering preventive measures addressing individuals' physical and mental health issues

Enhance organizational strength to implement strategies

Enhancing organizational efforts to promote healthy habits among employees, particularly the adoption of preventive dental care practices

An environment that unlocks the potential of individuals and the organization

Creating an environment that fosters continuous learning regarding medical and health-related knowledge and behaviors

Health Investments to Address Health Management Challenges (GENKI Action)

Deepening Health Management

Follow-up measures for health checkups / Specific health guidance

Cancer screenings and diagnostic tests

Utilization of stress checks and employee engagement and behavior surveys

Transforming Healthy Behaviors into Habits

Promotion of preventive dentistry (Dental checkups and professional care*1)

Creating a working environment that encourages healthy behaviors (Diet and exercise)

Implementing Habit Formation Using GENKI Navi*2

Improving Health Literacy

Oral Health Education

Work-Life and Career Support

Age-Specific Health Seminars

Employee Awareness and Behavior Change Metrics

Increase in Employees Who Seek Appropriate Medical Care

Increasing use of GENKI Navi*2

Improving health education comprehension

KGI (2030) Enhancing Corporate Value through Investment in Human Capital

EBITDA

Lion Group consolidated personnel costs

FY2030 Target	2025 Results
1.1	0.87

Key Health-Related Targets (2027)

Improving the ability to work in a healthy and stable manner | **Absenteeism Less than 1.1%**

Employees' practice of oral healthcare | **Dental checkup participation rate 100%**

Positive attitudes toward the Company and work | **Employee engagement 75% or higher**

Establishing three metrics that contribute to enhancing human capital value and profitability

*1 Preventive dentistry provided by dental professionals

*2 A health management system developed around the concepts of visualizing self-checks, and enjoyable health promotion, accessible via PC or smartphone