【Health and Productivity Management Strategy Map】

Prepared: April 2026

Health Investments

[Achieving Peak Performance for Individuals and Organizations]
- Training for management personnel (including potential future management candidates) aimed at improving resilience and promoting behavioral change
- Intervention in high-stress workplaces by the Human Resources Division and occupational health staff based on stress check analysis results
- Training for organizational leaders by occupational health staff and support for organizational revitalization through measures to promote dialogue in the workplace

[Enhancing Employee Well-being]
- Disease prevention and early detection through regular health checkups, cancer screenings, etc.
- Provision of specific health guidance
- Individual support for high-risk employees
- Intervention programs for employees at potential risk
- Prevention of infectious diseases and progression of diseases to more severe stages
- Promotion of mental health measures
- Improvement of employee health literacy
- Implementation of various health promotion events

[Establishing the Foundation]
- Promotion of data health initiatives
- Development and maintenance of overall health management systems (upgrades and maintenance)
- Development of occupational health staffing systems and provision of health guidance
- Support for balancing work with medical treatment, caregiving, and childcare (development of relevant systems)
- Promotion of workstyle reform and work-life balance
- Complete ban on smoking on company premises

Effects of Health Investments

Indicators Related to the Status of Health Investment Initiatives

- Stress Check Response Rate
  - Percentage of Workplaces Receiving Intervention by Occupational Health Staff
- Participation Rate in Various Events
- E-Learning Completion Rate
- Number of Training Sessions Conducted
- Secondary Examination Attendance Rate
- Specific Health Guidance Implementation Rate

Indicators Related to Changes in Employee Awareness and Behavior

- Stress Check Analysis Results
- Engagement Survey Results
- Smoking Rate
- Percentage of Employees with Inappropriate Dietary Habits
- Medical Expenses per Employee
- Number of Days of Leave / Absenteeism Rate
- Number of Employees Working Long Hours

Ultimate Health-Related Target Indicators

Improvement in Organizational Health
Percentage of Workplaces with a Stress Check "Overall Health Risk" Score of 121 or Higher

Reducing Presenteeism
Percentage of employees with moderate or greater work functioning impairment due to health problems (neck and shoulder stiffness, lower back pain, sleep problems, etc.) ⇒ WFun

Reducing Absenteeism
Percentage of employees who take another mental health-related leave of absence within one year

Degree of Penetration of Health and Productivity Management

- Health and Productivity Management Declaration
- Resilience Program Training for Senior Management
- Certification as a Health & Productivity Management Outstanding Organization

Systems and Environment for Implementing the Policy

- Occupational Health Staffing
- Collaborative Health System between the Company and the Health Insurance Society
- Data Utilization and Effectiveness Measurement

Support and Organizational Support (POS)

- Support by Occupational Health Staff to Improve Organizational Health
- Various Training Programs for Organizational Leaders
- Measures to Improve Employee Health Literacy
- Provision of Various Health Services and Health Promotion Measures

Target Year: 2028

KGI

◆ POS-H (Perceived Organizational Support for Health)
Percentage of positive responses to the three questions concerning health support in the questionnaire administered during regular health checkups
・3 percentage points higher than FY2025

◆Engagement
Score based on the survey of all Group companies
・Within the top 25% of the industry

Goals of Health and Productivity Management

◆ Achieve Peak Performance for Individuals and Organizations

◆ Enhance Individual Well-being

Policy for Promoting Health and Productivity Management

◆ Based on the recognition that "employee health is the foundation of everything," foster a "health-first" corporate culture and promote Health and Productivity Management.

◆ Position employees as critical management capital and aim to achieve sustainable corporate growth by enhancing productivity and vitality through improving organizational health, in addition to the physical and mental health of individual employees.

Management Policy

◆ **Corporate Philosophy: "The Creation of New Value"**

◆ **Management Vision: "Imaging to the People"**
・A company that is supported and needed by global society by fulfilling customers' desire to "see"
・A robust, continuously evolving innovation company that contributes to the sustainable growth of people and society

Employee Health Issues

[Mental Health]
Addressing the plateau in the reduction of high-stress workplaces and disparities in organizational health, and strengthening line-care capabilities among managers
[Physical Health]
Improving exercise, sleep, and dietary habits; addressing the plateau in the reduction of employees with health risks, including lifestyle-related diseases; and strengthening cancer measures (prevention and early detection), measures for senior employees, and support for women's health

Social Value

Increasing Konica Minolta's Contribution to Solving Various Social Issues

Corporate Value

Improved Business Performance through Enhanced Employee Well-being