

Health and Productivity Management Outcome KPI and KGI Results and Fiscal 2030 Targets

KPI and KGI	Fiscal 2022 results	Fiscal 2023 results	Fiscal 2024 results	Fiscal 2025 results	Fiscal 2030 targets	Remarks
Work-related fatal and permanent disability accidents	0	1	0	0	0	
Number of occupational accidents	75	66	66	69	— (*1)	
Number of occupational accidents resulting in leave	12	11	11	12	— (*1)	
Ratio of employees eligible for specified health guidance	19.44%	19.55%	19.32%	19.41%	18.00%	Age 35 and above (Excluding management personnel in Japan, retirees, and employees receiving overseas follow-up support among employees belonging to the original employing company)
Ratio of high-risk individuals (work restrictions)	2.70%	2.77%	2.84%	2.75%	2.00%	Persons eligible for employment categories 2 & 3 (Excluding management personnel in Japan, retirees, and employees receiving overseas follow-up support among employees belonging to the original employing company)
Smoking rate	26.70%	22.90%	21.25%	21.35%	15.00%	
Mental leave rate number of cumulative leave days of one month or longer / total number of employees	0.79%	0.79%	0.89%	1.00%	0.70%	
Overall health risk	109.2	107.0	104.3	101.2	95.0	New Brief Job Stress Questionnaire (80-item version)
Absolute presenteeism	60.0	60.8	60.9	61.1	63.0	WHO Health and Work Performance Questionnaire: A survey by the World Health Organization on health and work performance (conducted as part of the stress check)
Relative presenteeism	1.05	1.07	1.07	1.05	1.08	
Absenteeism	0.54%	0.54%	0.69%	2.3 days	2 days	Until 2024: “Disease leave rate (%)” From 2025: Changed to “Average number of absence days (per person per year)” (surveyed through the stress check)
Engagement (*2)	62%	61%	63%	65%	— % (*3)	Positive response rate (employee awareness survey) to the four items (sense of accomplishment through work, willingness to contribute to the organization, willingness to recommend the Company as a rewarding workplace to acquaintances, and pride in working for the Company)

(*1) Each year, the target is set at 50% of the number of cases recorded in the previous year.
(*2) Values are rounded up to the nearest decimal place.
(*3) A global common target set under the new Medium-Term Management Plan starting in fiscal 2025 to maintain a Global Engagement Positive Score of 80% or higher

Number of respondents (response rate)

Stress check	9,469 employees (90.9%)	10,160 employees (95.6%)	11,079 employees (96.5%)	12,184 employees (93.4%)	
Awareness survey (*4)	9,796 employees (98%)	9,753 employees (95%)	10,388 employees (98%)	11,305 employees (96%)	(*4) Values are rounded up to the nearest decimal place.

