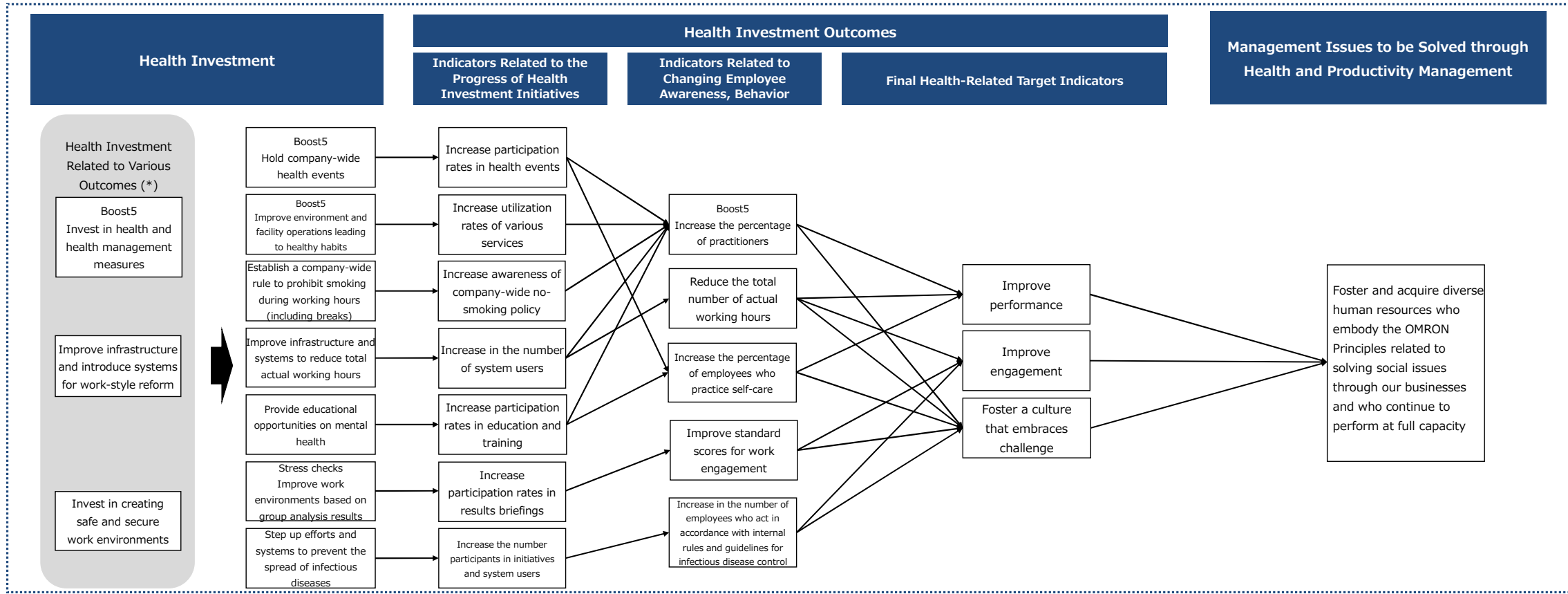


Strategy Map



(*) Essentially, there is a one-to-one correspondence between health investments and indicators related to the progress of health investment initiatives. However, certain health investments correspond to multiple indicators related to the progress of health investment initiatives. We define these health investments as health investments linked to multiple outcomes.

Social Value to be Created through Health and Productivity Management
 Contribute to the creation of a sustainable society by solving social issues through the practice of the OMRON Principles

Increase Corporate Value through Health and Productivity Management
 Raising human creativity levels as employees keep/improve health and demonstrate creativity

Boost5 is OMRON's common measure of health



In addition to disease prevention and improvement, we selected five priority categories as factors that contribute directly to a rich life in which employees concentrate at work and enjoy their personal lives to the fullest. We collect information from health checkups and stress checks to ascertain the degree of achievement for each category. We use data from these results for future measures.



Health Resources

| Human Health Resources | | | | | | | | Environmental Health Resources | | |
|--------------------------------------|--|---|---|---|-------------------------------|---------------------------------|--------------|--|---|--|
| Participation rates in health events | Awareness of companywide no-smoking policy | Overtime | Total number of actual working hours | Understanding of mental health e-learning content | Stress check examination rate | Engagement survey response rate | Presenteeism | OMRON Group Health and Productivity Management Declaration | Health and Productivity Management penetration rate | Engagement survey |
| Percentage of Boost5 practitioners | Number of employees using systems for flexible work styles | Average number of paid vacation days taken per employee | Participation rates in mental health education and training | Percentage of employees who practice self-care | Work engagement | Engagement | Absenteeism | Health and Productivity Management promotion system | Coordination system with insurers | Health support-related internal system tools |