



Long-term VISION「RT500」

FYE Mar. 2025 – FYE Mar.2033

May 14, 2024

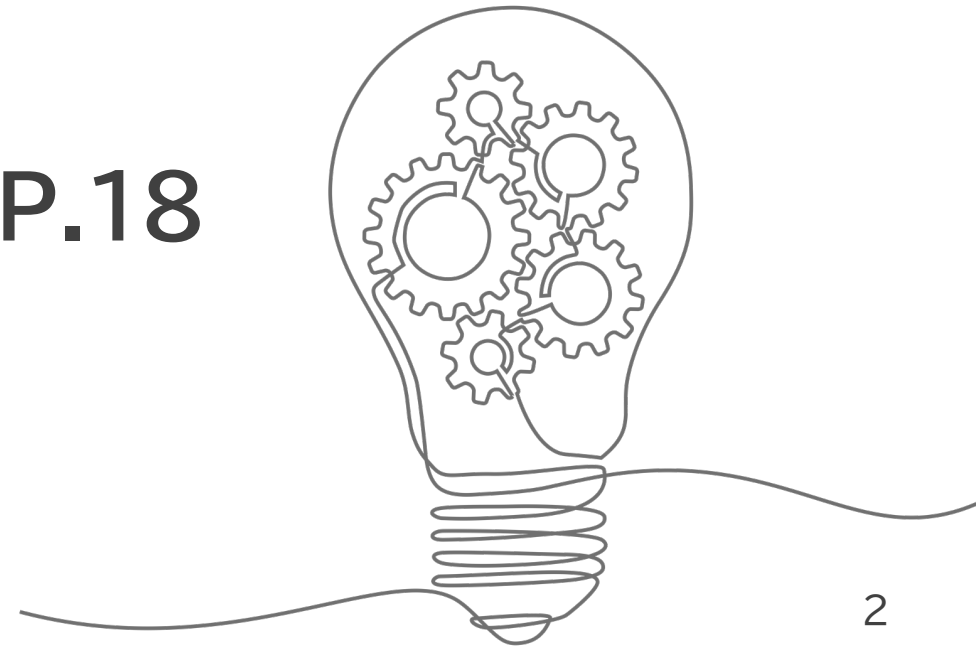
Road to 500



TSE Prime Market
Securities code:7600

- Agenda -

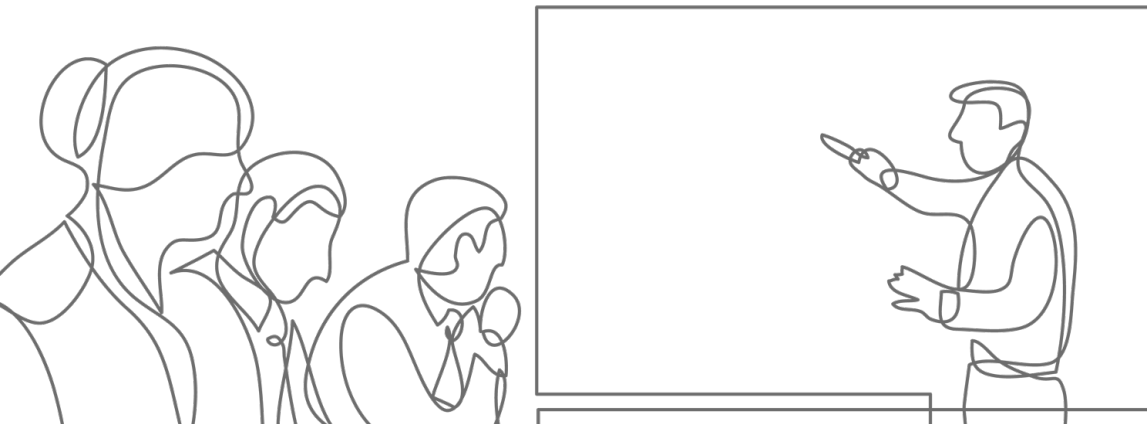
- 1 . **MODE 2023 Review** P. 3
(FYE Mar. 2022 - FYE Mar. 2024)
- 2 . **Long-term VISION「RT500」** P.12
(FYE Mar. 2025 - FYE Mar. 2033)
- 3 . **1st Stage** P.18
(FYE Mar. 2025 - FYE Mar. 2027)



1

MODE2023 Review

FYE Mar. 2022 – FYE Mar. 2024



TSE Prime Market
Securities code: 7600

- Contents -



■ Review	P. 5
■ Quantitative Objective Result	P. 6
■ Focused Approach Results	P. 7
■ Financial Strategy Results	P.10
■ Issues and Measures	P.11

MODE2023
Management
Policy

In addition to responding to various needs of the medical field, such as improving treatment outcomes, we provide services that contribute to improving the value of treatment in the medical field in a timely manner, with a higher level of expertise, and contribute to improving patient QOL.



Improved Therapeutic Value

- Improved treatment outcomes through improved efficacy and safety
- Improved health care economics through shorter hospital stays

Services (Our Business Focus)

- Orthopedic implants, medical instruments, surgical support systems, etc.

Summary

Although we achieved our sales target through product development and procurement in response to the needs of the market as well as by providing services to the medical field that contributed to the enhancement of therapeutic value, the profit level fell far short of the target due to higher manufacturing costs and the impact of yen depreciation. The result was an operating profit of 7.5%, ROE of 5.2% and ROIC of 4.5%, which fell well short of the targets of 15.9% Operating Profit, 10.0% ROE, and 9.0% ROIC.

Quantitative Objective Result

- Net sales achieved the target, despite the impact of the new coronavirus infection, due to growth from sales expansion and the impact of the yen's depreciation.
- Operating profit fell far short of the plan due to higher manufacturing costs, deteriorating gross margin due to the impact of yen depreciation, and higher personnel and other expenses, despite efforts to curb SG&A expenses.

(Unit : Millions of yen , %)	FY2022		FY2023		FY2024	
	Results/Objective	Ratio to sales	Results/Objective	Ratio to sales	Results/Objective	Ratio to sales
Net sales	19,193 / 18,700	100.0	21,307 / 20,000	100.0	23,177 / 22,000	100.0
Operating profit	2,661 / 2,700	13.9/14.4	2,024 / 3,000	9.5/15.0	1,746 / 3,500	7.5/15.9
Ordinary profit	2,591 / 2,650	13.5/14.2	2,043 / 2,950	9.6/14.8	1,842 / 3,400	8.0/15.5
Net profit *1	2,135 / 1,800	11.1/9.6	1,423 / 2,000	6.7/10.0	1,271 / 2,300	5.5/10.5
ROE	10.7% / 9.2%	-	6.4% / 9.5%	-	5.2% / 10.0%	-
ROIC	7.9% / 8.1%	-	5.6% / 8.5%	-	4.5% / 9.0%	-
Average exchange rate during the period (Yen/US\$) *2	112.88	-	134.95	-	144.41	-

*1 Net profit attributable to parent company

*2 MODE 2023 Average exchange rate during the period at the time of plan formation: 108 yen/US\$

① Expansion of overseas business

Area	Objective	Progress	Result
United States	<ul style="list-style-type: none"> Continued double-digit growth 	Not Achieved	<ul style="list-style-type: none"> Growth rates from 2022 to 2024 are 17.2%, 5.9%, and 6.2% Continued double-digit growth every fiscal year not yet achieved (in U.S. dollar terms)
China	<ul style="list-style-type: none"> Preparation for local manufacturing and sales Cultivation of Chinese market and establishment of sales base through import and sales of ODEV products 	Achieved	<ul style="list-style-type: none"> China distributor signed contracts with 30 hospitals and 21 distributors in China. WOMA, a joint venture company, was established. Knee joint replacement product “made in China” is recognized by China FDA. Started production in China of price-competitive knee prostheses for China Cost reductions achieved with surgical instruments made by WOMA
Australia	<ul style="list-style-type: none"> Started import and sales of ODEV products, introduced surgical support system, and established sales network. 	Discontinued	<ul style="list-style-type: none"> Withdrawal due to changes in regulatory approval regulations, with no prospect of obtaining approval.

Review		Issue
Not Achieved	<ul style="list-style-type: none"> ✓ U.S. sales growth rate continues to be double-digit every fiscal year, but not yet achieved(Inflation in the U.S. and other factors caused supply chain problems, which slowed the expansion of the customer base.) ✓ China business made steady progress toward local manufacturing and sales ✓ Australian market withdrawal 	Expand customer base in U.S. market

② Strengthen development and procurement capabilities

Objective	Progress	Result
<ul style="list-style-type: none"> Strengthen procurement and development of novel and competitively superior high value-added products, instruments, and services 	Achieved	<ul style="list-style-type: none"> Joint field: 3 products (regulatory approval delayed for new Hip Joint products in the U.S.) Regenerative medicine field: 1 product Spinal field: 2 products
<ul style="list-style-type: none"> Improve development processes, collaborate with relevant departments, and strengthen consensus building 	Achieved	<ul style="list-style-type: none"> Introduction of systems to increase the value of treatment: 3 products
<ul style="list-style-type: none"> Reduction of manufacturing costs, expansion of in-house manufacturing capacity 	Not Achieved	<ul style="list-style-type: none"> Cost of Sales ratio deteriorated due to yen depreciation: 31.8% ➡ 36.3% *1 Average exchange rate during the period: 108 yen ➡ 144.41 yen (yen/US\$) *2 Ratio of internal product manufacturing decreased: 27% ➡ 25.6% *1 Manufacturing costs deteriorated due to the impact of U.S. inflation impacting cost of raw materials, labor and higher procurement costs from external suppliers.
<ul style="list-style-type: none"> Improvement of pre-market quality to reduce defects 	Achieved	<ul style="list-style-type: none"> Achieved reduced complaint/failure rate

Review	Issue
<p>Not Achieved</p> <ul style="list-style-type: none"> ✓ Regulatory approval delayed for new Hip Joint products in the U.S. ✓ Cost of Sales ratio worsened: 31.8% ➡ 36.3% *1 ✓ Average exchange rate during the period impacted results: 108 yen ➡ 144.41 yen (yen/US dollar)*2 ✓ Ratio of internal manufacturing decreased: 27% ➡ 25.6% *1 ✓ Manufacturing costs deteriorated due to the impact of U.S. inflation and other factors and higher procurement costs from suppliers. 	<p>Reduction of manufacturing costs (e.g., increase ratio of in-house production)</p>

*1 Comparison of results for the FYE Mar. 2021, the final year of the previous two medium-term management plan MODE 2020, and the FYE Mar. 2024

*2 Comparison of assumed exchange rates at the time MODE 2023 was formulated and the average exchange rate for the period ending March 31, 2024

③ Strengthening Human Resources and Organizational Expertise

Objective	Progress	Result
● Strengthen individual and organizational expertise	Achieved	● Improvement of expertise through management and specialized training
● Proactive investment in human resources to strengthen the strategy execution system (increase in headcount)	Achieved	● Recruitment of specialized personnel with experience and expertise that we do not have
● Establishment of a new Business Development Department (procurement of new and other products, development of services that contribute to the improvement of treatment value)	Achieved	● Established Business Development Department and entered the regenerative medicine field (knee joints).
Review		Issue
Achieved ✓ Enhance education and training to improve expertise, hire specialized personnel, and enter new areas of regenerative medicine		Further strengthen human capital

④ Promotion of Technology

Objective	Progress	Result
● Development of high value-added services for medical professionals, such as surgical support systems and services	Achieved	● Introduction of navigation systems, synergies in product sales
● Maintain and strengthen customer relationships through non face-to-face tools	Achieved	● Expand customer base by holding webinars
● Further efficiency improvement in inventory operation visualization, manufacturing management, daily operations, etc., by strengthening IT systems.	Achieved	● Improved efficiency of SCM operations through visualization of inventory operations by strengthening IT systems
Review		Issue
Achieved ✓ Synergistic effect on sales of hip joint products by introduction of navigation system		Further enhancement of SCM through the use of IT

Despite the Corona virus and a weaker-than-expected yen, the company continued to make capital investments for growth and generated free cash flow.

Cash Flow

	Target	Result
● Operating CF	8 billion yen created	7.4 billion yen
● FCF	2 billion yen created	2.3 billion yen
● Self-capitalization ratio	75%	81.0%

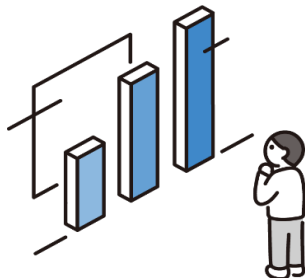
Growth Investments

	Target	Result
● Capital investment	6 billion yen	4.8 billion yen

(Mainly investment in medical instruments and manufacturing facilities)

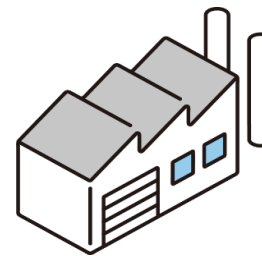
Inventory & Finance

	Target	Result
● Inventory	2 billion yen increase	3.8 billion yen increase
● Net Debt	Minus(Net Debt)	Minus(Net Debt)



Return to shareholders

	Target	Result
● Dividend	Stable Dividends	Dividend increased by 1 yen for three consecutive terms



- Missed double-digit growth in U.S. Sales due to new coronavirus infection and other factors
- Operating profit margin deteriorated due to higher manufacturing costs resulting from the impact of inflation in the U.S. and higher procurement costs from suppliers, as well as higher domestic procurement costs resulting from the sharp depreciation of the yen.

Issue	Measure
Expanding U.S. Business	<ul style="list-style-type: none">• Expand customer base through timely market introduction of new products, and expansion of distribution network
Resolving supply chain issues	<ul style="list-style-type: none">• Diversification of manufacturing contractors (suppliers) in the U.S., diversification into regions outside the U.S. (Japan, Asia, Europe, etc.), and diversification of manufacturing and foreign exchange risks
Reduction of manufacturing costs	<ul style="list-style-type: none">• Expansion of in-house production rate for ODEV 's manufacturing• Recruitment of suppliers in diverse regions with competitive manufacturing costs• Enhancement of in-house product sales
Improve efficiency of SG&A expenses	<ul style="list-style-type: none">• Further improve efficiency of SG&A expenses• Introduction of surgical instruments manufactured by WOMA (China) to both Japan and the U.S. (reduction of purchase price and depreciation)



Urgent need for early return to double-digit growth in the U.S., improvement of cost ratio, and streamlining of SG&A expenses.

2

Long-term VISION「RT500」 FYE Mar. 2025 – FYE Mar.2033

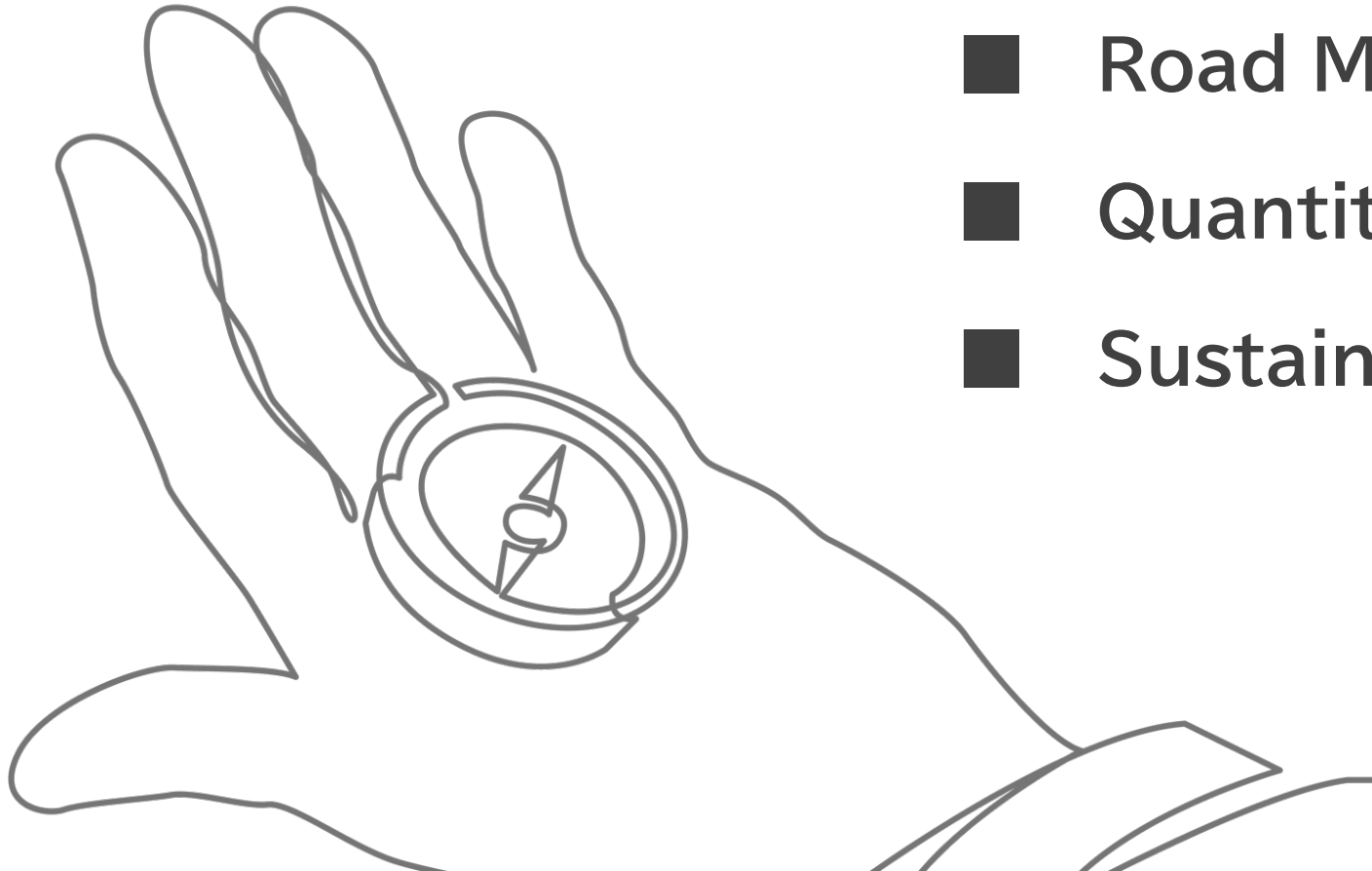
Road to 500



TSE Prime Market
Securities code:7600

- Contents -

■ “Purpose” “RT500” Management Policy	P.14
■ Road Map	P.15
■ Quantitative Objectives	P.16
■ Sustainability Initiatives	P.17



Purpose

Contribute to improving patients' QOL

RT500
Management
Policy

Understand the needs of the medical field and provide services that contribute to improving the value of treatment in a timely and stable manner with higher expertise and quality.



Improved Therapeutic Value

- Improved treatment outcomes through improved efficacy and safety
- Improved health care economics through shorter hospital stays

Services (Our Business Focus)

- Orthopedic implants, medical instruments, surgical support systems, etc.

Sustainability Initiatives (Materiality)

- ① Improve patient QOL
- ② Reduction of environmental impact
- ③ Respect for Human Rights
- ④ Promotion of diverse human resources
- ⑤ High-quality response to medical needs
- ⑥ Promotion of Corporate Governance

Enhancement of corporate value

Consolidated Sales 50 billion yen

Operating profit ratio: 15%+

ROE: 10%+

ROIC: 8%+

Dividend payout ratio: 30%+

3rd Stage Transformation

(FY2031 - FY2033)

We will be reborn as a company that continuously creates innovative products/technologies and new businesses at the core of its operations by allowing the seeds of new earnings planted in the 1st and 2nd Stages to flourish.

2nd Stage Evolution

(FY2028 - FY2030)

Continue to strengthen manufacturer functions and expertise. Furthermore, we will further strengthen our profitability and sales capabilities. We will evolve as a company by enhancing our structure to nurture new earnings drivers such as new materials, new technologies, and new businesses.

Focus on specific measures

- Strengthening of sales force (Expansion of U.S. Business, Expansion of Japanese Business, Establishment of China sales platform)
- Strengthen product portfolio management
- Supply Chain Management Resilience

1st Stage Strengthen

(FY2025 – FY2027)

Increase the rate of in-house production to strengthen the manufacturing function, build resilience in SCM, and enhance the expertise of the sales organization. Deepen our strength as an orthopedic manufacturer with activities spanning Japan, the U.S., and China.



Quantitative Objectives

Aim to achieve domestic sales growth exceeding the market growth rate and double-digit growth in overseas sales, while improving profitability by reducing cost of sales and improving efficiency of SG&A expenses, while investing in growth.

FYE2033 Consolidated Net sales : 50 Billion yen

Japan

20
Billion

Overseas

30
Billion

Operating
profit ratio

15%
or
More

ROE

10%
or
More

ROIC

8%
or
More

Dividend
payout ratio

30%
or
More

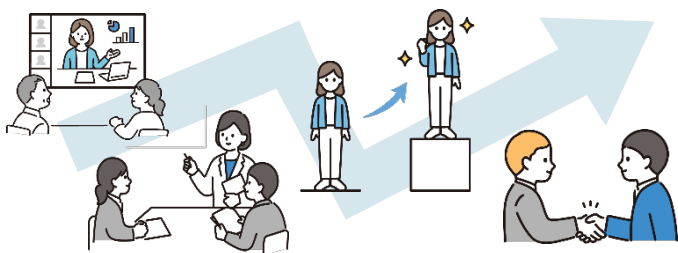
Our Group will enhance sustainable corporate value by improving non-financial value through ESG activities.

Improve patient QOL



Contribute to healthcare by strengthening our ability to develop and procure products and services that contribute to improving patient QOL

Promotion of diverse Human Resources



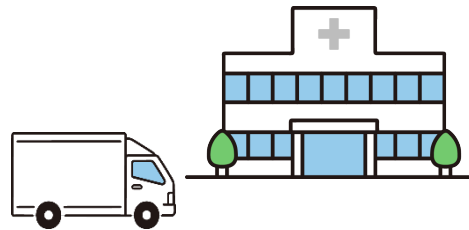
Strengthen human capital management

Reduction of Environmental Impact



Reduce GHG emissions (Scope 1 + Scope 2) by 30% (by 2030) compared to FYE2020

High-quality response to medical needs



Stable supply of safe and reliable medical equipment

Respect for Human Rights



Respect for human rights in accordance with the norms of the United Nations Global Compact (UNGC)

Promotion of Corporate Governance

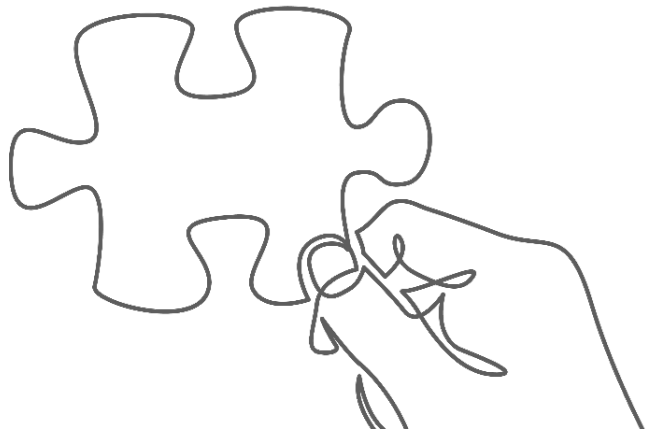


Corporate Governance Code
Promotion of risk management and compliance management

3

1st Stage

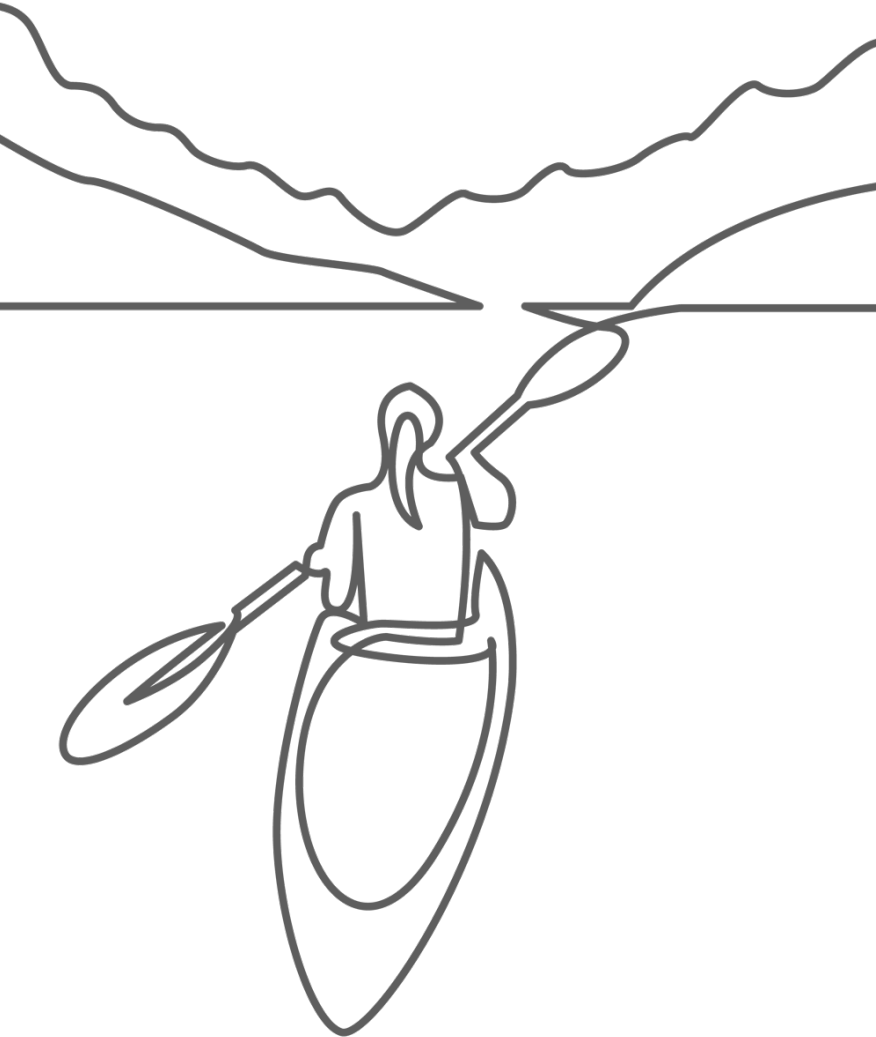
FYE Mar. 2025 – FYE Mar. 2027



TSE Prime Market
Securities code: 7600

- Contents -

■	Our Perception of the Business Environment	P.20
■	Realization of Management Conscious of Cost of Capital and Stock Price	P.21
■	Quantitative Objectives	P.22
■	Focus on Specific Measures	P.23
■	Financial Strategy	P.29



Our Perception of the Business Environment

Although there are many factors to be addressed, such as rapid changes in the economic and social environment and changes in the environment surrounding orthopedics, the size of the orthopedics market is expanding due to the increase in the elderly population.

	Changes in Social Environment	Changes in the Environment Surrounding the Orthopedic Market
Japan U.S. China	<ul style="list-style-type: none"> • The size of the orthopedic market is expanding due to the increase in the elderly population. • Expectations to resolve issues for social materiality • Growing public concern about aging • Unstable international situation and rapid changes in the economic environment 	<ul style="list-style-type: none"> • Increasing sophistication and diversity of medical needs • Diversified treatment methods (regenerative medicine)/ trends (early treatment) • Technological innovation, evolution through utilization of technology
Japan	<ul style="list-style-type: none"> • Decrease in sources of social security due to the decline in the working population • Increased personal health awareness, increased spending on health • Expectations for achieving cost of capital and stock price conscious management 	<ul style="list-style-type: none"> • Progress in social security cost containment • Continued decline in reimbursement prices • Advances in Regenerative Medicine and Preventive Medicine • Reform of physician work styles • Insufficient physicians for growing number of elderly patients
U.S.	<ul style="list-style-type: none"> • Increase in manufacturing costs due to inflation, etc. • Insufficient human resources • Increase in interest rates 	<ul style="list-style-type: none"> • Increasing trend of osteoarthritis cases • Declining trend in U.S. Average Selling Price • Outpatient ASC (Ambulatory Surgical Center) joint surgeries on the rise • Supply Chain Issues in the Orthopedic/Medical Device Industry
China	<ul style="list-style-type: none"> • Increased personal health awareness, increased spending on health • Unstable U.S.-China trade environment 	<ul style="list-style-type: none"> • Fall in product prices due to centralized purchasing system

1st Stage

Realization of Management Conscious of Cost of Capital and Stock Price

Along with expanding consolidated net sales, improve profitability through investments to enhance profitability and manufacturing capacity, strengthen product portfolio management, reduce cost of sales and improve efficiency of SG&A expenses, etc., and achieve management with awareness of cost of capital.

Objective		
(Unit : Millions of yen , %)	FY2024	FY2027
	Results	Objective
Consolidated net sales	23,177	30,000
Operating profit	1,746	3,250
Operating profit ratio	7.5%	10.8%
Net profit	1,271	2,300
ROE	5.2%	8.0%
ROIC	4.5%	7.4%
Dividend payout ratio	29.0%	30.0%

Measures to improve PBR below 1x

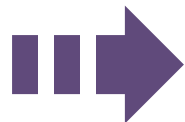
- Expand sales in Japan and the U.S. through new product development
- 「SAICO Project」
(Strategic Actionable Initiatives for Cost Optimization)
 - Cost reduction by strengthening in-house manufacturing capacity
 - Cost reduction by strengthening procurement capabilities
- Investments to enhance profitability and manufacturing capacity
- Strengthen product portfolio management
- Management conscious of Cost of Capital

Quantitative Objectives

In addition to expanding consolidated net sales, we will improve profitability by reducing cost of sales and improving efficiency of SG&A expenses, targeting an operating margin of 10.8%, ROE of 8.0%, ROIC of 7.4%, and a dividend payout ratio of 30% in the final year of the plan.

(Unit: Millions of yen, %)	FY2025		FY2026		FY2027	
	Forecasts	Ratio to sales	Objective	Ratio to sales	Objective	Ratio to sales
Consolidated net sales	25,200	100.0	27,400	100.0	30,000	100.0
Operating profit	1,850	7.3	2,350	8.6	3,250	10.8
Net profit *	1,300	5.2	1,600	5.8	2,300	7.7
ROE	5.0%	-	5.9%	-	8.0%	-
ROIC	4.5%	-	5.6%	-	7.4%	-
Dividend payout ratio	30.5%	-	30.0%	-	30.0%	-
Average exchange rate during the period(Yen/US\$)	150.00	-	150.00	-	150.00	-

* Net profit attributable to parent company



Disclose rolling 3 years, every year, starting from the next fiscal year (FY2025), with the most recent year as a forecast and rolling 2 years thereafter as an objective.

Focus on Specific Measures

Achieve profitable and sustainable growth by implementing priority measures and improving profitability

① Strengthening of Sales Force

Expansion of U.S. Business

- Introduction and expansion of new products
- Strengthen product lineup
- Strengthen sales network

Expansion of Japanese Business

- Introduction and expansion of new products
- Expanding sales in the early treatment area
- Strengthen sales structure
- Strengthening sales specialization

Establishment of China sales platform

- Expansion of product lineup
- Strengthen sales network
- Product exports to third countries other than Japan, the U.S., and China

② Strengthen product portfolio management

- Product Portfolio Revision
- Strengthening Development Capability

③ Supply Chain Management Resilience

- Cost reduction by strengthening in-house manufacturing capacity
- Reduce costs and risks by strengthening procurement capabilities
- Cost reduction through procurement of surgical instruments manufactured by WOMA in China

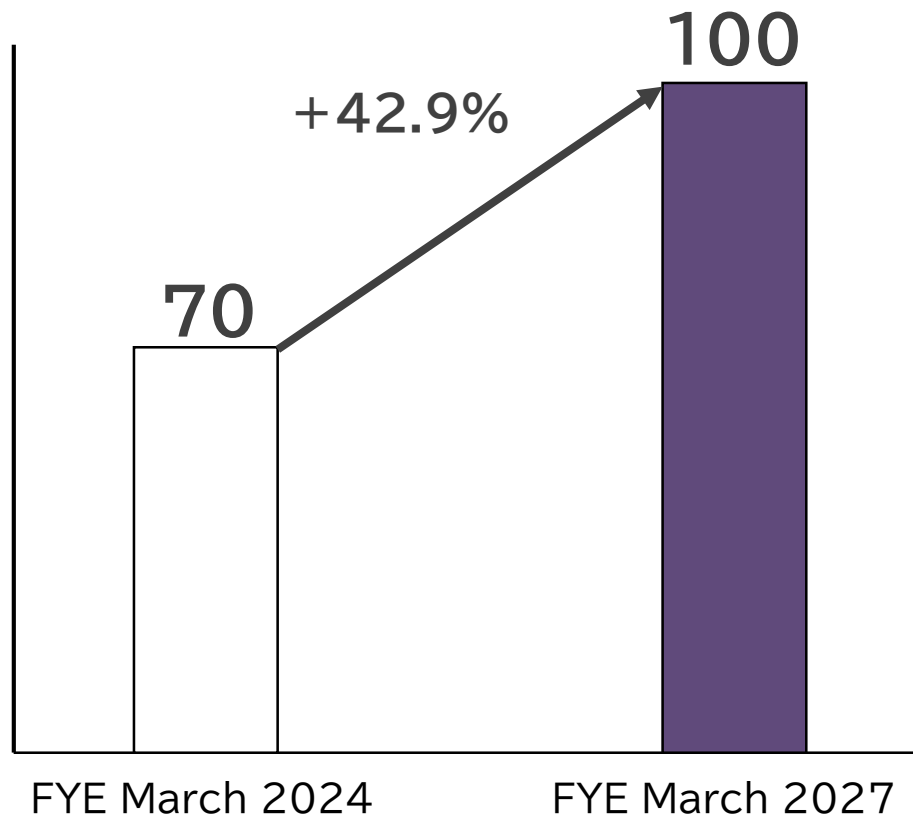
① Strengthening of Sales Force Expansion of U.S. Business



Objective

Focus on Specific Measures

(Unit : Million of dollars)



Product Axis

- Introduction/expansion of new products
- Strengthen product lineup
 - Sales on new products 10-15 Mil\$ /year
 - New product introduction

Customer Axis

- Strengthen sales network
- Acquisition of new customers
 - Strengthen ties with existing distributors, expand distributor network, increase recognition, along with continuing the track record cultivated over the 30 years since the company's founding in the U.S.

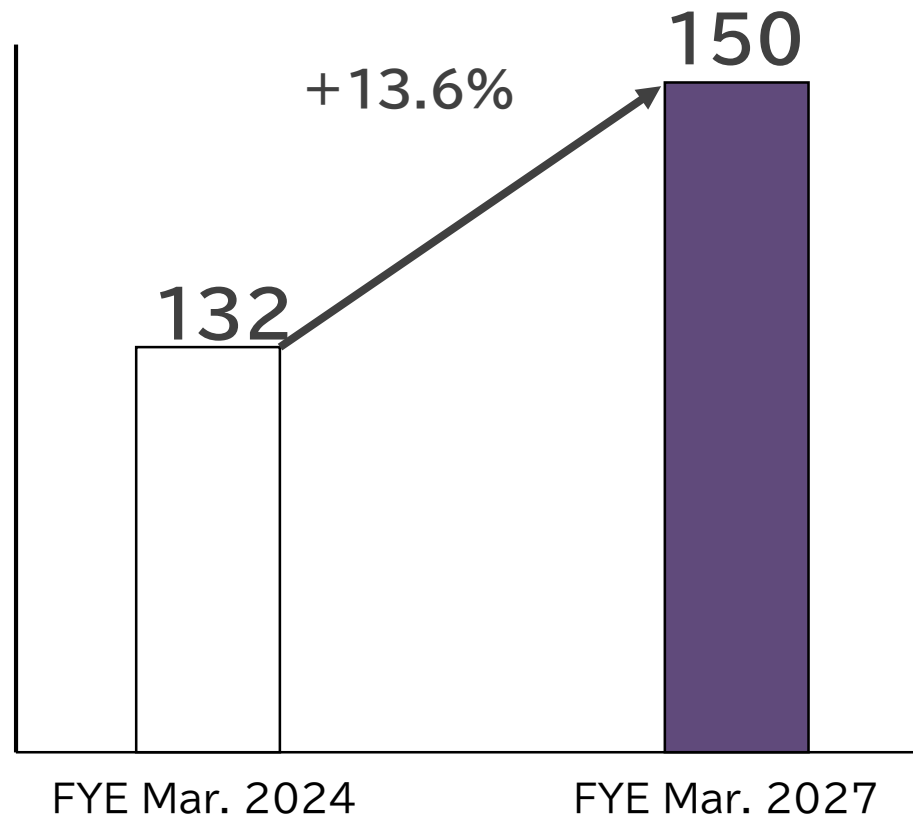
① Strengthening of Sales Force Expansion of Japanese Business



Objective

Focus on Specific Measures

(Unit : Billion of yen)



Product Axis

- Expansion of the number of cases acquired in Trauma (Hip fracture area)
- Introduction and expansion of new products
- Launch of early treatment product
- Expand the number of cases acquired in Spine

Sales Axis

- Strengthen sales structure
(Strengthen sales organization, increase sales force)
- Strengthening Sales Specialization

① Strengthening of Sales Force Establishment of China sales platform



Objective



Expansion of product lineup



Strengthen sales network

Focus on specific measures

Product Axis

- Production of Knee joints by WOMA, in China, begins.
➔ Mass-production
- Expanding sales of Knee Joints made in China
- Obtain regulatory approval and manufacturing license for Hip Joints made in China.
➔ Production and sales started

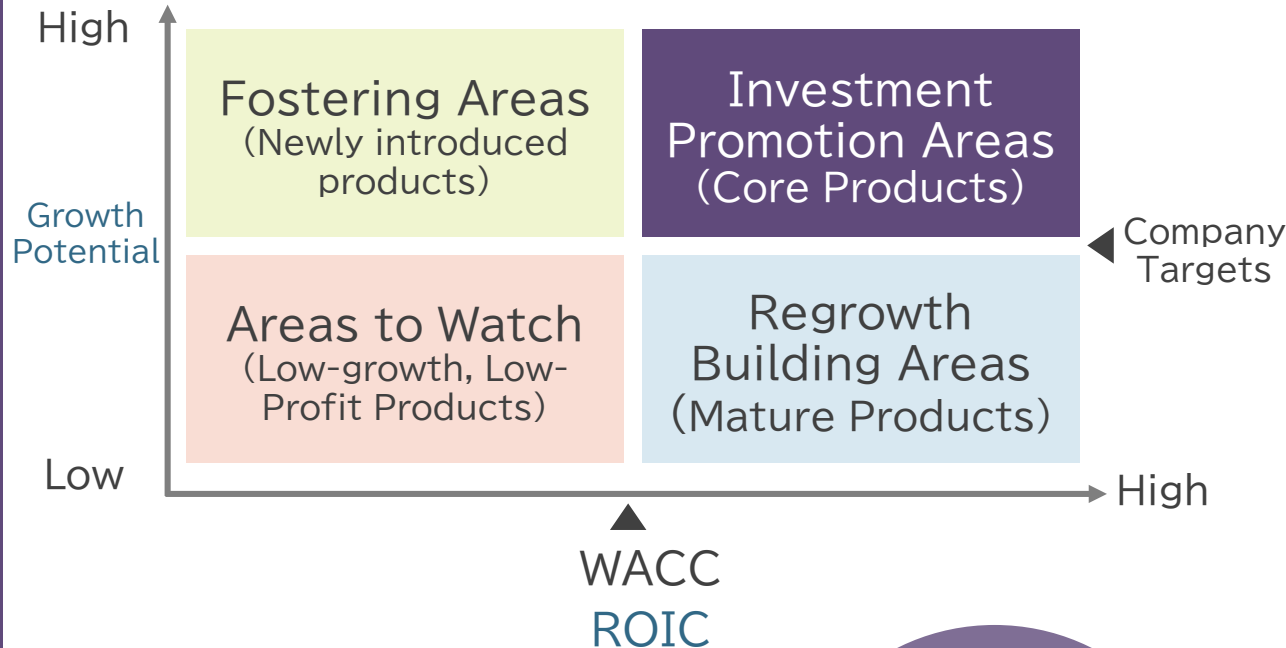
Customer Axis

- Expanding the number of distributors
- Expanding the number of hospital

Objective

Focus on Specific Measures

Product portfolio management



Product Axis

- Selection and concentration of products
- Strengthen product lifecycle management
- Strengthening systems to enhance treatment value
(Enabling Technologies Systems – i.e. Navigation, Robotics, etc.)

Development Axis

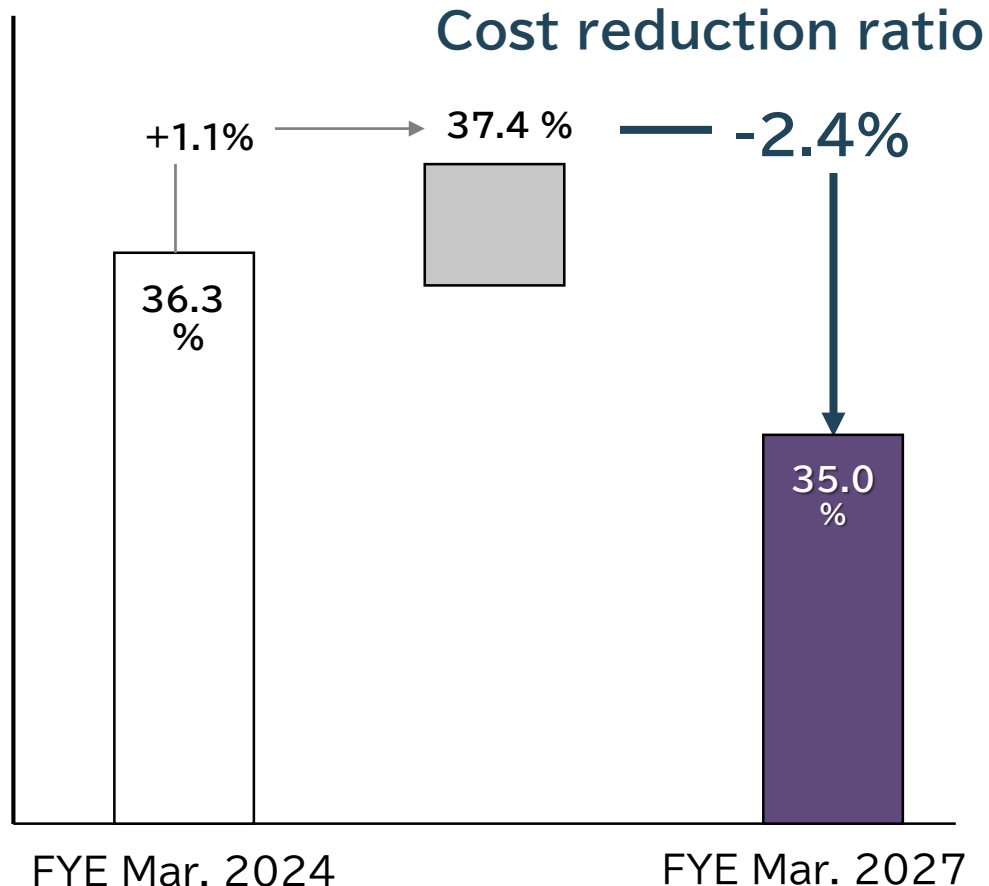
- Strengthen investment in development
- Strengthen IP strategy



Strengthening
Development
Capability

Manufacturing Cost Reduction Target

Exchange rate and reimbursement price decline



Focus on specific measures

Expanding In-House Production

- Internal Manufacturing Ratio: 25.6% ➔ 40%
- Manufacturing Automation

Strengthen Procurement Capabilities

- Strengthen Supplier Management
- Streamline and Optimize Procurement Processes

WOMA Utilization (China)

- Cost reduction through procurement of surgical instruments manufactured by WOMA in China

Stable Supply system

- From one-supplier concentration to multi-supplier purchasing
- Outsourced manufacturing development in Asia

Financial Strategy

Continue to make capital investments for growth while targeting free cash flow generation

Cash Flow

- Operating CF
- FCF

Target

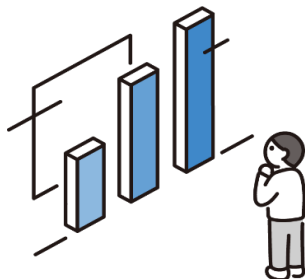
8 billion yen created
2 billion yen created

Finance

- Net Cash

Target

Maintain positive



Growth Investments

- Capital investment

(Mainly investment in medical instruments and manufacturing facilities)

Target

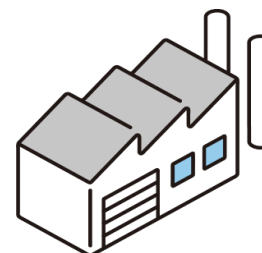
6 billion yen

Return to shareholders

- Dividend

Target

Stable Dividend and
Dividend payout ratio of 30%
or more



Contribute to improving patients' QOL

Inquiries about this document
Japan Medical Dynamic Marketing, INC.
Investor Relations Office <ir@jmdm.co.jp>

- Our IR website:
<https://www.jmdm.co.jp/ir/>
- Our Sustainability Website:
<https://www.jmdm.co.jp/sustainability-action/>

Notes

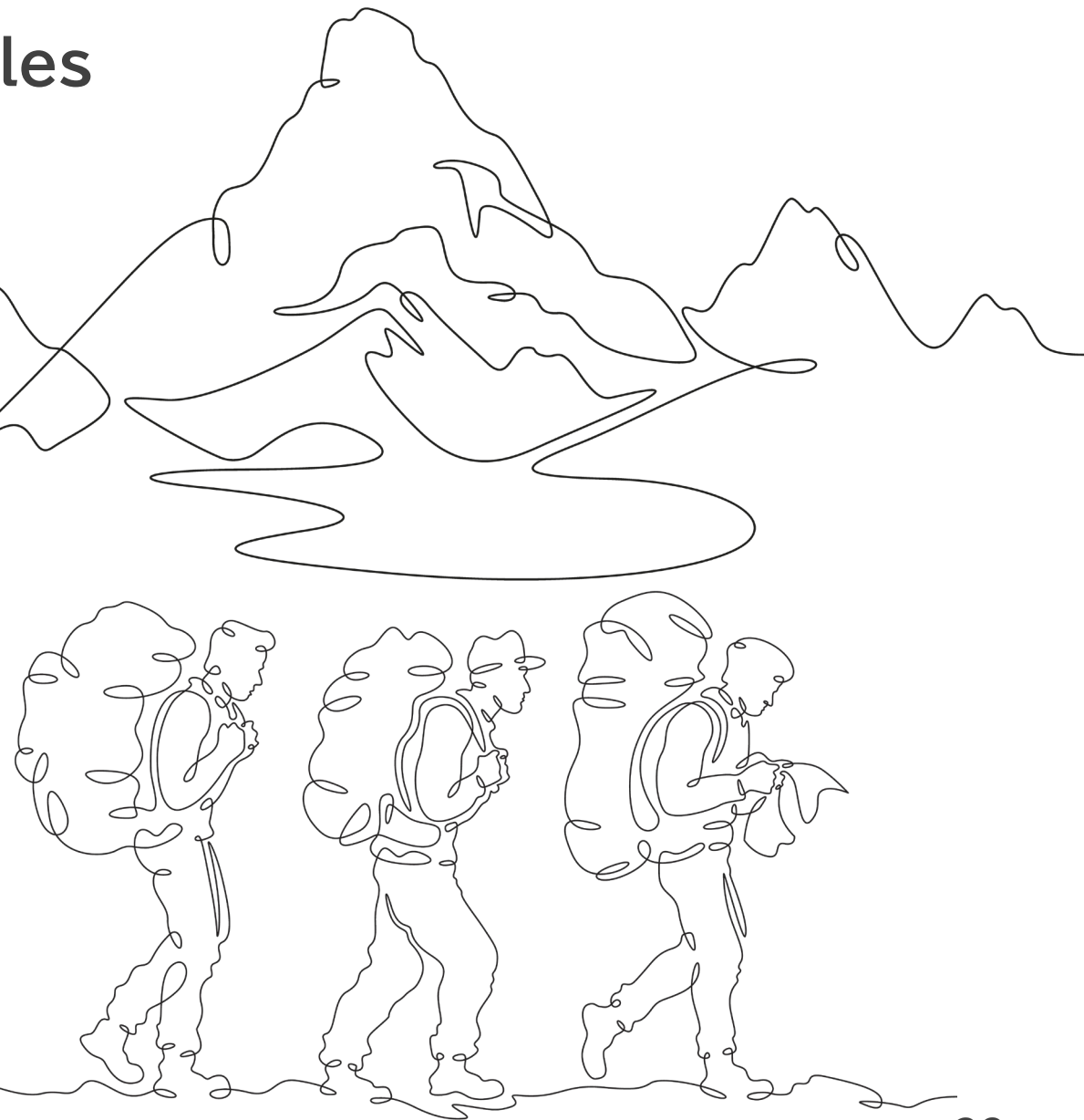
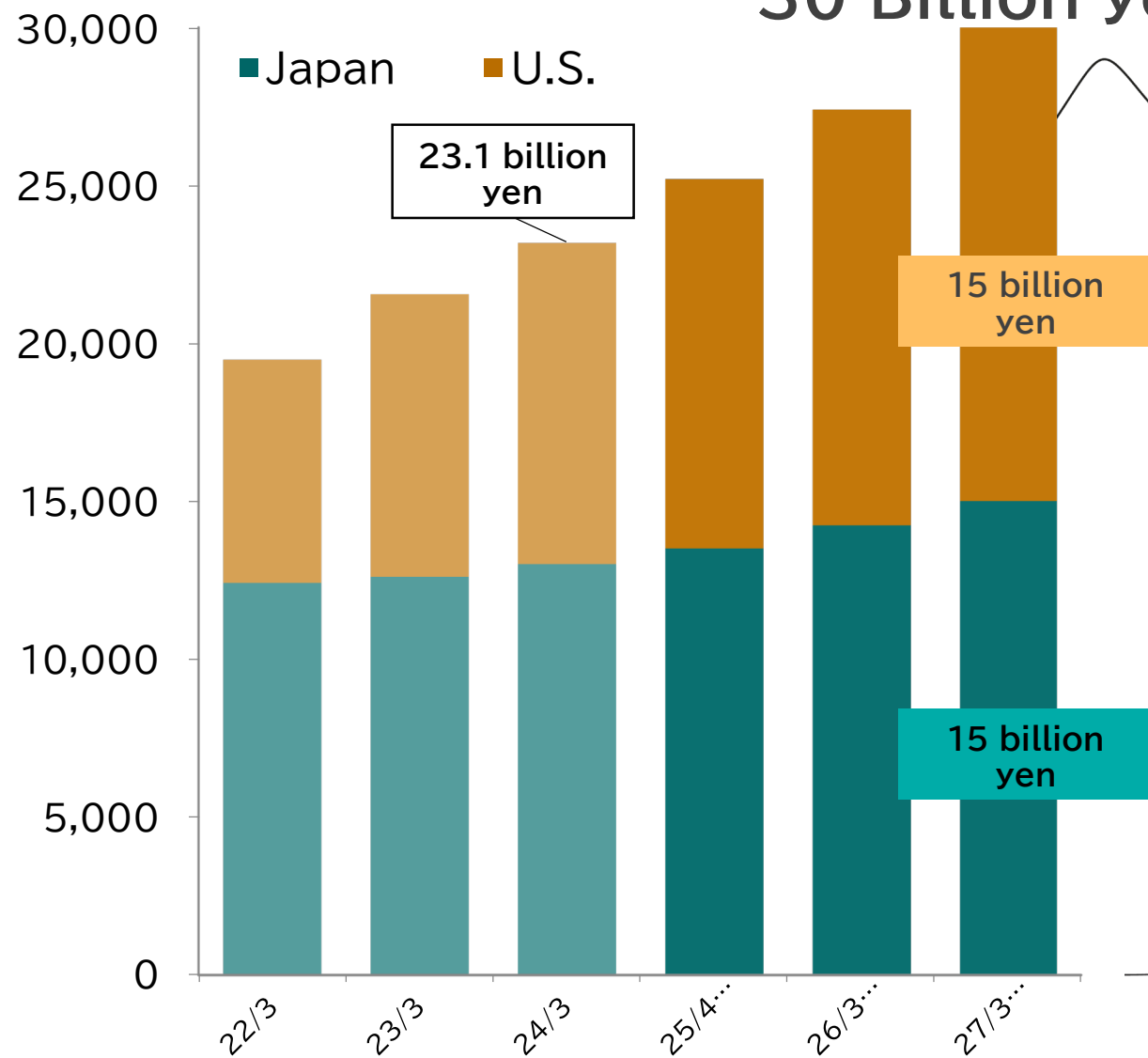
The forward-looking statements in this document are based on information currently available to us and certain assumptions that we consider reasonable, and are not intended as a promise by us that they will be realized. Actual results may differ materially due to various factors.

Appendix



TSE Prime Market
Securities code: 7600

(Unit : Millions of yen)

Consolidated Sales
30 Billion yen

Improve Patient QOL

Contribute to improving the patients QOL by introducing products that improve the value of treatment and extend healthy life expectancy.

Average life expectancy and healthy life expectancy

■ Health Expectancy ■ Limited in activities of daily living

Woman: 75.4Yrs

12.1Yrs

Average life
87.5Yrs

Male: 72.7Yrs

8.7Yrs

Average life
81.4Yrs

Treatment Value Improvement

Improvement
QOL

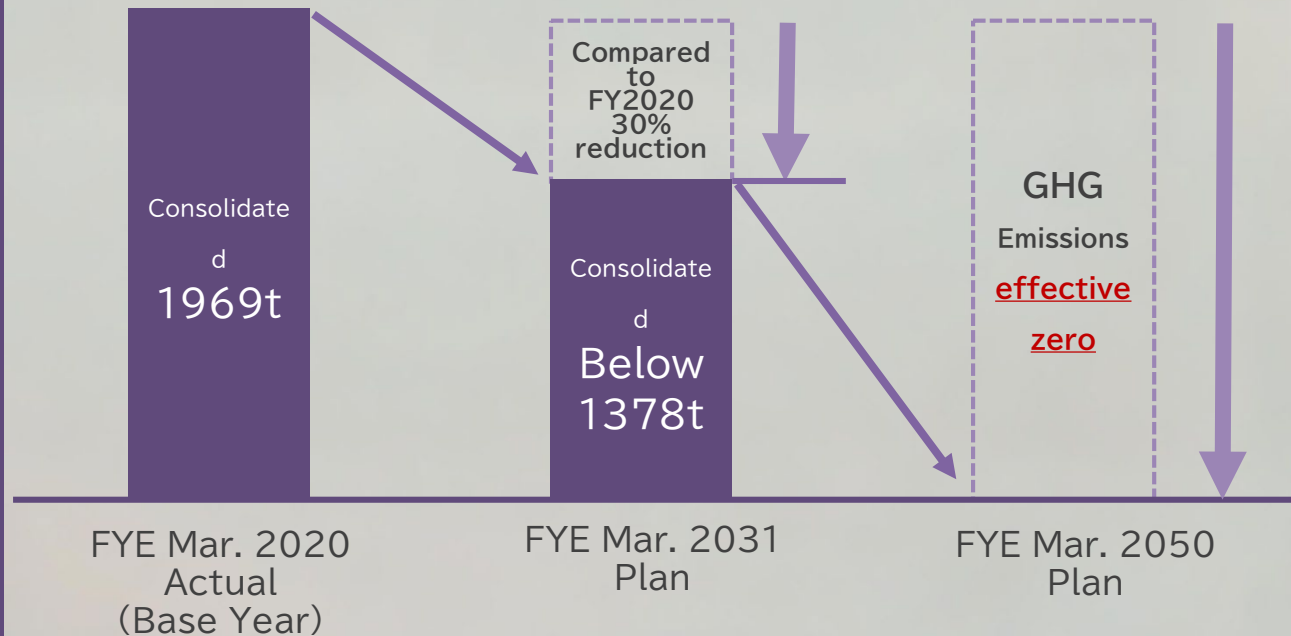
Treatment
Method
Process

Treatment
Effect
Outcome

Ministry of Health, Labor and Welfare "Reiwa 4th Edition Health, Labor and Welfare White Paper" Created by us based on 2019 data

Reduce GHG emissions (Scope1+Scope2)
by 30% (by FY2031) compared to
FY2020

(Consolidated) Scope 1+2 GHG emissions:
t-CO₂



Our Action

1

Reduce Scope 1 GHG emissions by reducing gasoline consumption.

- Eco-Driving
- Sequentially replaced with more fuel-efficient vehicles

2

Introduce renewable energy electricity and reduce Scope 2 GHG emissions to zero.

- Power saving efforts
- Sequential introduction of electricity from renewable energy sources

Respect for Human Rights

Implement human rights due diligence in line with the UN Guiding Principles on Business and Human Rights (UNGPs) and establish a global human rights governance structure.

We will promote respect for human rights in accordance with our human rights policy.

- 1 Respect for human rights through in-house education and training on human rights
- 2 Respect for human rights through human rights due diligence targeting internal company
- 3 Respect for human rights through human rights due diligence covering the supply chain

Promotion of Diverse Human Resources

(Career Management System)

Based on our unique career management system (promotion of diverse human resources), we will develop human resources, including ensuring diversity of human resources, and improve the internal environment to realize human capital management.

Human resource development, including ensuring diversity of human resources

◆ Increase Engagement

- CMS (Career Management System) Practices
- Use of Brown Bag Meetings and Self-Career Docs
- Satisfactory evaluation system, treatment and compensation

◆ Talent Management (succession planning)

- Succession planning and development of department heads and above
- Implement training programs to improve language skills, cross-cultural understanding, etc.
- Enhance training programs to improve expertise in each position
- Promote training programs based on our own list of job classifications and job requirements, with an awareness of career paths

Internal Environmental Improvements

◆ Diversity & Inclusion

- Creation of an environment in which all employees can play an active role regardless of their attributes
- Increase ratio of female managers
- Promotion of seniors, foreigners, people with disabilities, etc.
- Employment and promotion based on ability and experience regardless of age, gender, or nationality
- Employment and promotion based on ability and experience regardless of age, gender, or nationality

◆ Health Management

- Curb overtime work and promote effective use of paid leave
- Support for balancing health (treatment and prevention) and work
- Promote employee health (rest, stress reduction, nutrition, well-being)
- Smoking cessation assistance for employees' health