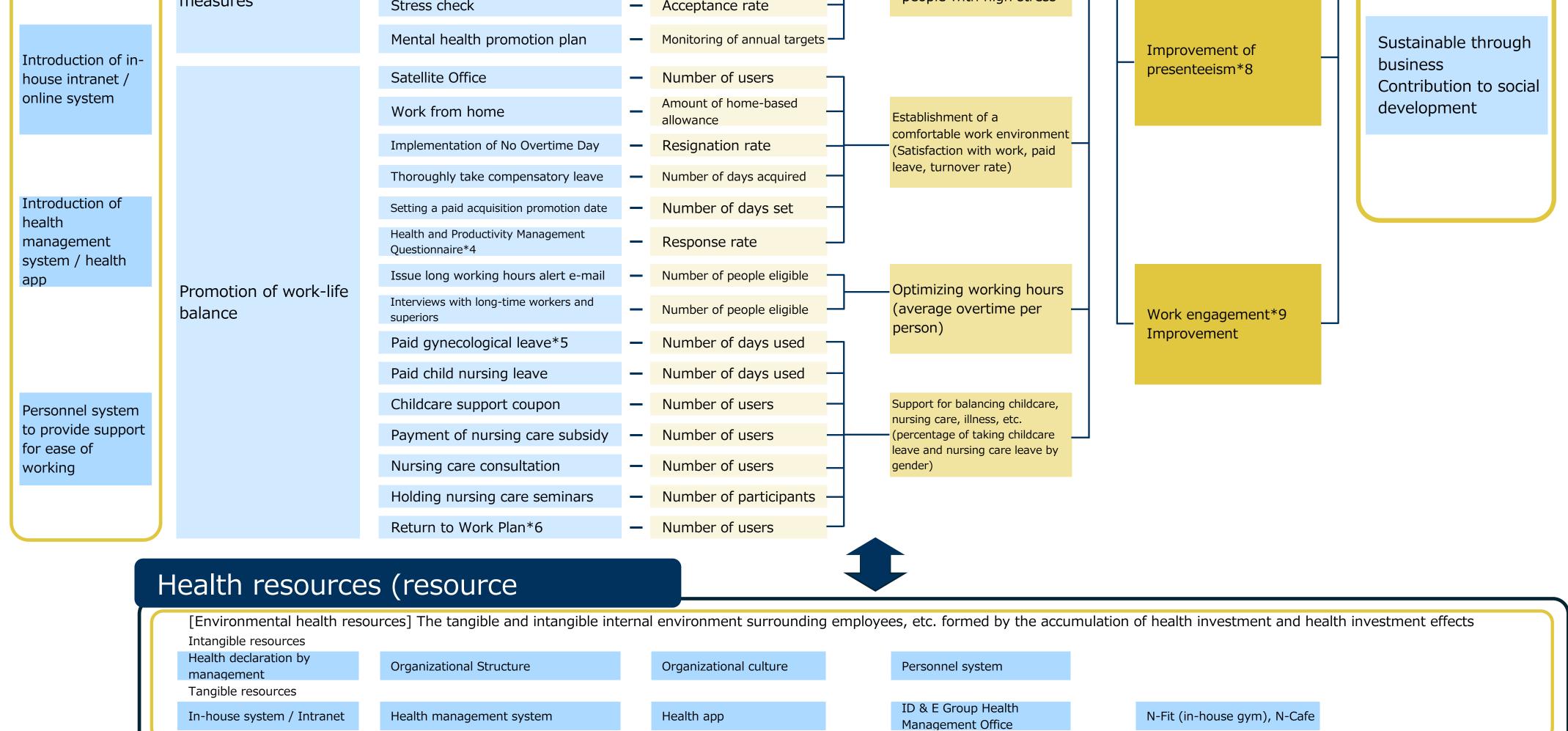
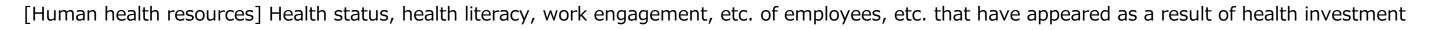
ID & E Group Health and Productivity Management Strategy Map

			Health investment effect					Management		
Health Investment				Indicators on the status of health investment measures (change amount, flow)		Changing the mindset of employees, etc. • Indicators related to behavior change		Health-related Final target indicator		issues that we want to solve
<section-header>For various effects Related Health InvestmentConduct health check / stress checkID & E Health Management Office</section-header>	Prevention of severe lifestyle-related diseases	Regular check-up / Specific check-up	-	Consultation rate] [Reduction of finding rate (blood pressure / liver function / blood lipid / blood sugar)				
		Gynecological check-up	-	Amount of expenses —						
		Medical check-up (including cancer screening)	tions – Consultation rate –							
		Status of health guidance and detailed examinations for those in need of scrutiny		Consultation rate			Reduction in the proportion		Reduction of the rate of findings in health	
		Management of high-risk (panic value) persons*	-	Number of cases implemented / management rate		of people with a BMI of 25 or — higher		checkups		
		Specific Health Guidance	-	Implementation rate —		Those who drink more than				
	Health measures	Healthy E-learning	-	 Acceptance rate Participation rate 	the appropriate amount Percentage reduction			Providing an environment		
		Health seminars	-		Reduction of smoking				where employees can be healthy both mentally and	
		Non-smoking Campaign	-	Number of participants —		rate	1		physically, respect diversity, and maximize	
		NK Gymnastics / Ekiden *2	-	Number of participants —		Percentage of people with exercise habits Improvement	Reduction of the number of days of absence		their abilities.	
		Health events (walking events, etc.)	-	Number of participants —				(absenteeism* 7) due to		
	Women's health issues	Women's Health Seminar		Number of participants —				physical and mental illness		
		Health consultation service for women		Number of users —		Improving health				Realizing Well-Being
N-Fit (in-house gym), N-Cafe		Fluctuating Generation *3 training	-	Number of participants		literacy				Realizing a work-life balance
	Mental health measures	Self-care / Line care training	-	Number of participants						
		Establishment of consultation desk (health management office / external EAP)	-	Number of users —		Reducing the rate of people with high stress				
		Stress check	-	Acceptance rate —						





Percentage of patients receiving regular and specified medical examinations	Gynecological check-up fee	Number of people who have had a medical check-up (including cancer screening)	Percentage of those requiring close examination who receive a detailed examination and receive health quidance	Management of high-risk (panic value) persons	Specific health guidance implementation rate
Number of health E-learning participants	Number of Health Seminar Participants	Number of participants in the smoking cessation campaign	Number of participants in NK Gymnastics / Ekiden	Number of participants in health events (walking events, etc.)	Number of Women's Health Seminar Participants
Use of health consultation desk for women Quantity	Number of fluctuation generation training participants	Self-care / Line care training	Number of users of various consultation desks	Stress check test rate	Mental health promotion plan Annual plan
Number of satellite office users	Amount of telecommuting allowance	No overtime day leave rate	Number of days of compensatory leave taken	Number of days set for paid acquisition promotion date	Health and Productivity Management Questionnaire Response Rate
Number of people subject to long working hours alert e- mail	Number of interviewees by long-time workers and superiors	Number of days of paid gynecological leave	Number of days of nursing leave for a paid child	Number of Childcare Support Coupon Users	Number of users receiving nursing care subsidies
Number of nursing care consultation users	Number of nursing care seminar participants	Number of return-to-work plan users			
Findings rate of blood pressure	Findings rate of liver function	Finding rate of blood lipid	Findings rate of glycemia	Percentage of people with a BMI of 25 or higher	Percentage of people who drink more than the appropriate amount
Smoking rate	Percentage of people with exercise habits	Health literacy	High stress rate	Job satisfaction	Percentage of paid leave taken
Turnover rate	Unscheduled work hours	Percentage of employees taking parental leave (by gender)	Percentage of employees taking nursing care leave		
Presenteeism	Absentism	Work engagement			

- * 1 Those who are judged to be at a significantly higher risk (panic level) in the judgment level table of the Group's health checkup results are interviewed and monitored by an occupational physician.
- *2 Original gymnastics with employee appearances and Ekiden competition with all group company participations.
- *3 Training for women of pre- and post-menopause age.
- *4 Once a year, a survey is conducted for all employees, including an awareness survey on health management, satisfaction, and health literacy.
- *5 Paid leave (ID & E, NK, NKES, NKBP, KRC) that can be used for fertility treatment and gynecological treatment, etc., including menstruation days.
- *6 This is a system in which the store manager, human resources department, and industrial physician work together to follow up from the time off due to injury or illness to returning to work.
- *7 Measured based on the number of days of leave taken a year due to illness.
- *8 Evaluate your work over the past 4 weeks as 100% of the work you can do when you are not ill or injured. Measured by SPQ (Single-Item Presenteeism Question, Tokyo University 1-item version).
- *9 Measured by the Utrecht Work Engagement Scale (extra-short version) based on questions in terms of vitality, enthusiasm, and immersion.