ID & E Group Health and Productivity Management Strategy Map Management Health investment effect Health Investment issues that we Indicators on the status of Health-related Changing the mindset of employees, etc. health investment measures Indicators related to behavior change Final target indicator want to solve (change amount, flow) Reduction of finding rate Regular check-up / Specific check-up Consultation rate (blood pressure / liver function / blood lipid / blood For various effects Amount of expenses Gynecological check-up sugar) Related Health Prevention of severe Investment Number of people eligible Medical check-up (including cancer screening) lifestyle-related Status of health guidance and detailed examinations Reduction of the rate of diseases Consultation rate Reduction in the proportion for those in need of scrutiny findings in health of people with a BMI of 25 or— Number of cases implemented / checkups higher Management of high-risk (panic value) persons* Conduct health Specific Health Guidance Implementation rate Those who drink more than check / stress the appropriate amount check Percentage reduction Healthy E-learning Acceptance rate Providing an environment where employees can be Participation rate Health seminars Reduction of smoking healthy both mentally and physically, respect rate Health measures Non-smoking Campaign Number of participants diversity, and maximize Reduction of the number Percentage of people their abilities. NK Gymnastics / Ekiden *2 Number of participants of days of absence with exercise habits ID & E Health Health events (walking events, etc.) Number of participants (absenteeism* 7) due to — **Improvement** Management physical and mental Office Women's Health Seminar Number of participants illness Realizing Well-Being Women's health issues Health consultation service for women Number of users Improving health Realizing a work-life literacy Fluctuating Generation *3 training Number of participants balance N-Fit (in-house Self-care / Line care training Number of participants gym), N-Cafe Establishment of consultation desk (health Number of users Reducing the rate of Mental health management office / external EAP) people with high stress measures Stress check Acceptance rate Mental health promotion plan Monitoring of annual targets -Sustainable through Improvement of Introduction of inbusiness presenteeism*8 Satellite Office Number of users house intranet / Contribution to social online system Amount of home-based development Work from home Establishment of a allowance comfortable work environment Implementation of No Overtime Day Resignation rate (Satisfaction with work, paid leave, turnover rate) Thoroughly take compensatory leave Number of days acquired Introduction of Setting a paid acquisition promotion date Number of days set health Health and Productivity Management Response rate management Ouestionnaire*4 system / health Issue long working hours alert e-mail Number of people eligible app Optimizing working hours Promotion of work-life Interviews with long-time workers and Number of people eligible (average overtime per balance Work engagement*9 superiors person) **Improvement** Paid gynecological leave*5 Number of days used Paid child nursing leave Number of days used Childcare support coupon Number of users Support for balancing childcare, Personnel system nursing care, illness, etc. to provide support Payment of nursing care subsidy (percentage of taking childcare Number of users for ease of leave and nursing care leave by Nursing care consultation Number of users working Holding nursing care seminars Number of participants Return to Work Plan*6 Number of users Health resources (resource [Environmental health resources] The tangible and intangible internal environment surrounding employees, etc. formed by the accumulation of health investment and health investment effects Intangible resources Health declaration by Organizational Structure Organizational culture Personnel system management Tangible resources ID & E Group Health In-house system / Intranet Health management system Health app N-Fit (in-house gym), N-Cafe Management Office [Human health resources] Health status, health literacy, work engagement, etc. of employees, etc. that have appeared as a result of health investment Percentage of those Percentage of patients requiring close examination Number of people who have Specific health guidance receiving regular and Management of high-risk Gynecological check-up fee had a medical check-up who receive a detailed specified medical (panic value) persons implementation rate (including cancer screening) examination and receive examinations health quidance Number of participants in Number of participants in Number of Women's Health Number of health E-learning Number of participants in NK Number of Health Seminar Participants health events (walking the smoking cessation Gymnastics / Ekiden Seminar Participants campaign events, etc.) Use of health consultation Number of fluctuation generation Self-care / Line care Number of users of various Mental health promotion Stress check test rate training participants desk for women Quantity training consultation desks plan Annual plan Health and Productivity Number of days set for paid Number of days of Number of satellite office Amount of telecommuting allowance No overtime day leave rate Management Questionnaire compensatory leave taken acquisition promotion date users Response Rate Number of people subject to Number of users receiving Number of interviewees by long-time Number of days of paid Number of days of nursing Number of Childcare Support long working hours alert egynecological leave workers and superiors leave for a paid child nursing care subsidies Coupon Users Number of return-to-work Number of nursing care Number of nursing care seminar consultation users participants plan users Percentage of people who Percentage of people with a Findings rate of blood Findings rate of liver function Findings rate of glycemia drink more than the Finding rate of blood lipid BMI of 25 or higher pressure appropriate amount Percentage of people with exercise Percentage of paid leave Smoking rate Health literacy High stress rate Job satisfaction Percentage of employees Percentage of employees Unscheduled work hours Turnover rate taking parental leave (by taking nursing care leave gender) Absentism Presenteeism 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.