



## Message from the CHRO

For the NEC Group to sustainably grow as a social value-creating company and remain a "Company of Choice," it is essential to further enhance our ability to execute strategies. We believe that the source of this ability is our "people," and the premise for this is the physical and mental health of each and every employee, as well as their families.

The NEC Group has positioned health and productivity management as an important foundation for drawing out the maximum potential of our employees. Focusing on both individuals and organizations, we have continuously strengthened our efforts aimed at reducing health risks and maximizing performance. These initiatives have led to external recognition, including our selection for the "KENKO Investment for Health " and certification as a "White 500" enterprise under the Certified KENKO Investment for Health Outstanding Organization program 2026.

Building upon the foundation we have established so far, it is important to further evolve our health and productivity management going forward. Based on the concept of "Client Zero," in which we implement new technologies with our own company as the zeroth client, we will utilize and visualize health data, support behavioral change, and actively adopt science-based approaches. Through these efforts, we will ensure the improvement of each employee's condition and productivity.

By supporting the health of our employees and their families and returning the practical knowledge gained to society, the NEC Group will continue to move forward with the aim of remaining a company of choice.

Corporate EVP and CHRO, NEC  
Daisuke Horikawa

堀川 大介



# Concept of health and productivity management

# Concept of health and productivity management at NEC

The NEC Group is promoting the 2025 Mid-Term Management Plan with a dual focus on strategy and culture in order to realize its Purpose. From the perspective of Human Capital Management, based on job-based human resource management, which has been fully implemented at NEC since fiscal 2024, we are focusing on "realizing an optimal human resource portfolio that enhances the ability to execute strategies" and "transforming our people and culture to maximize the strengths of our employees." We believe that the underlying foundation of our efforts is the physical and mental health of our employees and their families, and that only when each individual is in good physical and mental condition can we maximize our organizational performance and enhance our ability to execute our strategies

In job-based human resource management, the relationship between the company and employees is changing to one of "choosing and being chosen." In the area of "health and productivity management," the company will deepen this relationship by fulfilling its obligation to ensure that employees' physical and mental health is not compromised (Duty of Care), and employees will fulfill their duty to take care of their own health and safety and work in good condition (Self-health obligation). NEC is working to reduce individual and organizational health risks and improve performance by promoting understanding and practice by each employee and developing various initiatives, such as literacy improvement and digital utilization, based on the Health Declaration announced in 2019



# Policy and Structure

## NEC Group Health Declaration and Three Initiative Policies

To reform health awareness, make behavioral changes, and help people maintain healthier behavior, NEC carries out a variety of health promotion activities driven by the NEC Group health slogan "Better Condition, Better Life," and based on three policies: "Literacy," "Practice," and "Technology"

### NEC Group Health Declaration

# Better Condition, Better Life

Toward a better life and a prosperous society for each and every one of us

A culture in which each and every employee and their family members take care of their own physical and mental condition and health, We create an environment and state where people are excited to work toward their dreams. We will contribute to the realization of a prosperous society, driven by the health and vitality of all employees.

### Initiative Policy

## Literacy

Initiative Policy

Aiming to become a health literate organization, we will provide information and learning opportunities to enhance their respective capabilities.

## Practice

Continue better lifestyle habits

Provide opportunities for activities to condition oneself and support the continuation of better lifestyle habits.

## Technology

Utilize digital technology

We will actively utilize digital technology to visualize health conditions and predict future health checkup results.

# health and productivity management Promotion System in FY2025

In order to strongly promote health and productivity management and collaborative health, NEC has shifted to an organizational structure that integrates NEC as a business and the NEC Health Insurance Association as an insurer.

NEC's industrial physicians and healthcare nursing staff members are now affiliated with the NEC Health Insurance Association, and the company has changed to an operation that does not create organizational "barriers" such as a business/insurer.

Early detection of illnesses and early intervention will become possible by promoting the recommendation of medical examinations to employees through the use of health checkup data and medical data (receipts) by professionals, which has been difficult to achieve under the conventional framework. This is expected to have the effect of preventing the deterioration of employees' health conditions.



# Specific Efforts

# Work-Life Balance Support

Literacy | Practice | Technology

Achieving a work-life balance for each and every employee is important for improving productivity and job satisfaction. We are establishing the necessary work systems and promoting educational and awareness-raising activities for their utilization so that employees can demonstrate their abilities equitably, even with constraints such as childcare and nursing care. Through these efforts, we aim to maximize employee productivity and job satisfaction, thereby contributing to the sustainable growth of the entire NEC Group and the enhancement of social value.

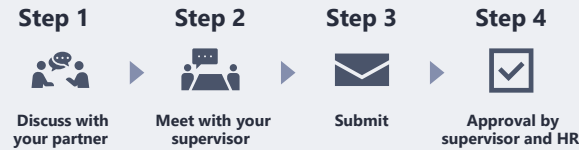
For childcare support, in addition to establishing flexible work systems tailored to individual childcare situations, we strongly back the balancing of work and childcare through financial support. This includes prenatal and postnatal Parent Funds and the granting of additional childcare points within our cafeteria-style benefits program.

For nursing care support, we are assisting each employee according to their diverse needs. Our initiatives include establishing a short working hour system for nursing care and the Work & Care system (shortened workdays for nursing care), setting up nursing care menus in the cafeteria-style benefits program to grant additional nursing care points, and providing subsidies equivalent to social insurance premiums during nursing care leave.

## Childcare Support : Highlights

### Prenatal Parent Fund

To help cover pre-birth expenses, we provide 100,000 yen to employees expecting a child. By making the submission of a parental leave plan sheet a requirement for the grant, we encourage advance discussions with partners and supervisors, which also helps encourage male employees to take parental leave.



\*Step 4 must be completed at least 3 months before the expected due date

### Postnatal Parent Fund

We provide 550,000 yen to employees who have recently had a child to help alleviate the financial burden of raising a child and support them in finding a balance between work and parenting

## Support for Diverse Individual Needs, Including Childcare and Caregiving

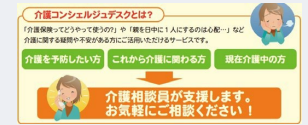
### "Will be" Cafeteria Plan-Style Employee Benefits Program

We have introduced a system where employees receive a fixed amount of cafeteria points each year, allowing each individual to select and use services that meet their specific needs within the point limit. If certain conditions are met, childcare points, caregiving points, and Challenged Points (support for employees with disabilities)

## Caregiving Support Highlights

### Caregiving Concierge Desk

We have introduced a service where external caregiving specialists serve as consultants, receiving inquiries from employees and their families and providing advice and information tailored to diverse needs.



### Care Handbook

We provide a handbook that summarizes the Long-Term Care Insurance system, the company's care support programs, and how to approach caregiving.



### Work & Care Schedule

We have adopted a work arrangement that allows employees caring for family members, undergoing medical treatment for themselves or a family member, or providing care for someone with a disability to designate one day per week as a non-working day, enabling them to work four days a week.

Category List	Personal Growth	My Health and My Family's Health	Home Improvement
Balancing Housework and Work	Balancing Childcare and Work	Balancing Caregiving and Work	Wealth Building
Safety and Security	Enriching Personal Life	Social Contribution	Support for People with Disabilities

# Promoting health and productivity management to partner companies

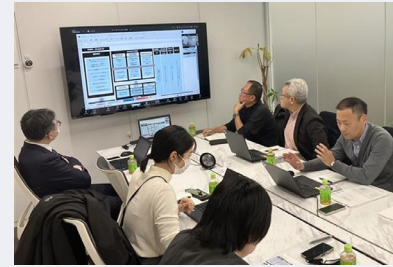
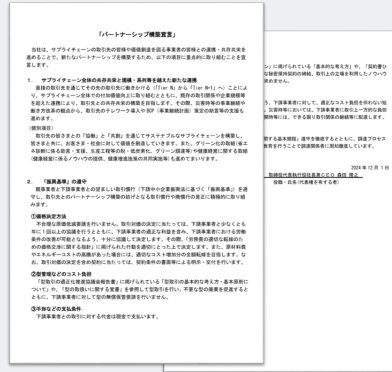
Literacy | Practice | Technology

The NEC Group has formulated and published the "Declaration of Partnership Building" to build a sustainable supply chain through "collaboration" and "co-creation" with our business partners, and to jointly provide value to customers and society. Based on this declaration, we are promoting cooperation with our partner companies on health and productivity management initiatives, from the perspective of ensuring the health and safety of employees, as well as maintaining and improving a stable supply system and quality.

In fiscal 2025, as part of the "NEC Software Partners Exchange Meeting" activities with 114 software development partner companies, we held a Sustainability Study Group (with 10 participating companies). During this session, we shared our know-how and engaged in discussions regarding the NEC Group's concept and promotion structure for health and productivity management, specific measures such as mental health and long working hours countermeasures, methods for data-driven issue identification and improvement (PDCA), and the practical application of health and productivity management activities. Additionally, we exchanged opinions on the specific challenges and current status of each company's initiatives, supporting them in exploring approaches tailored to their actual circumstances.

Going forward, we will continue to support the health and productivity management initiatives of our business partners through mutual learning. We believe this will lead to the enhancement of sustainability across the entire supply chain and the creation of new value through co-creation.

## NEC Partnership Declaration



NEC Software Partners Networking Event Scene from a Sustainability Study Group Meeting



A mechanism established by the "Council for Promoting the Building of Partnerships to Open Up the Future," whose members include the Chairperson of Keidanren, the President of the Japan Chamber of Commerce and Industry, the President of the Japanese Trade Union Confederation, and relevant ministers

## Purpose of Promoting Health Management Across the Entire Supply Chain

### 1. Strengthening Risk Management

Preventing risks such as delivery delays and quality deterioration caused by deteriorating employee health.

### 2. Improving the health of the entire supply chain

By promoting health management among partner companies, we aim to build a sustainable system through improvements in the working environment and increased productivity.

### 3. Creating Business Opportunities Through Co-creation

Through the NEC Group's implementation of health management, we will share lessons learned from both successes and failures to enhance our ability to develop solutions and services and make proposals to clients.

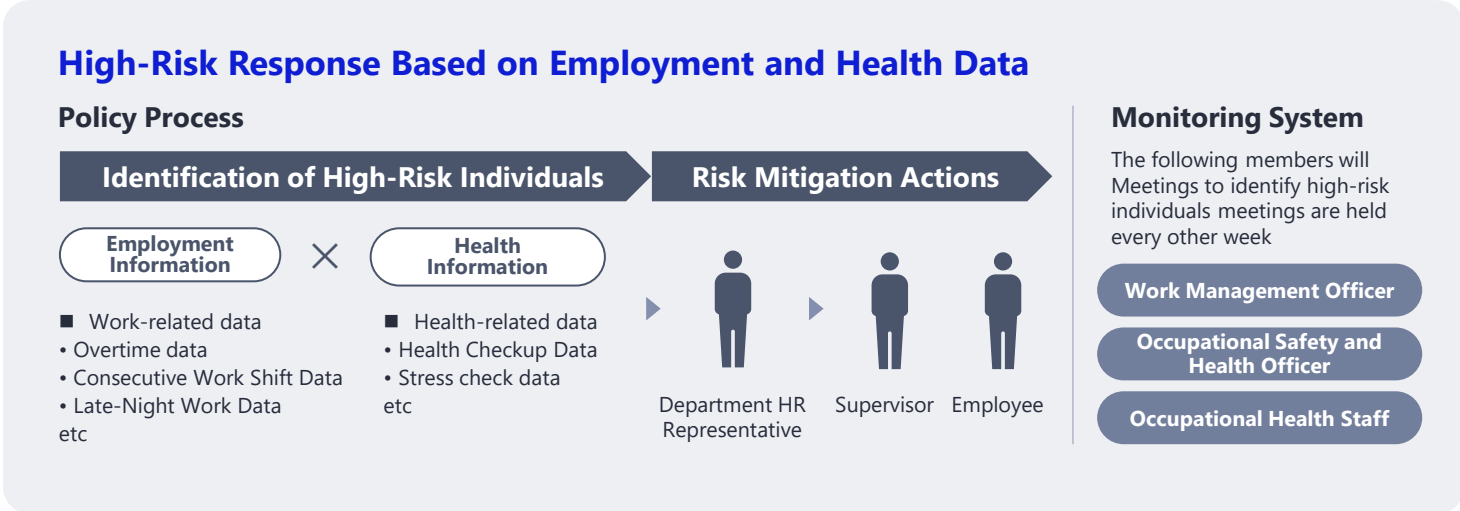
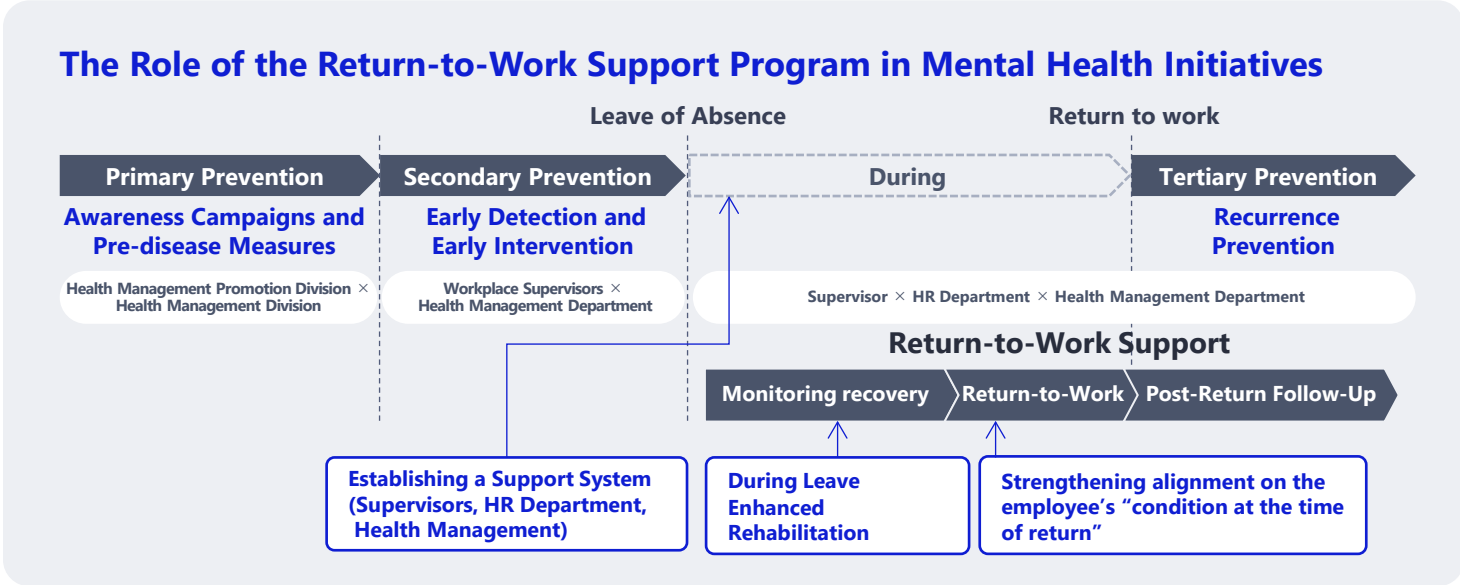
# Initiatives to reduce high health risks

Literacy | Practice | Technology

We have identified "overwork (long working hours)," "mental and physical health," and "harassment" as priority risks among the factors that impair health, and we are implementing countermeasures against them. In resolving these health risks, rather than identifying and addressing high-risk organizations and individuals based solely on isolated factors, the target organization collaborates with the human resources department, industrial physicians, and public health nurses to resolve risks in accordance with specific organizational issues and situations.

Regarding mental health, we place a strong emphasis on preventive measures. Supervisors, the human resources department, occupational physicians, and public health nurses work as a unified team to address primary prevention, secondary prevention (early detection and response), and tertiary prevention (recurrence prevention). Furthermore, from fiscal 2026, with the aim of strengthening tertiary prevention, we will revamp our return-to-work support process by adding support interviews for rehabilitation during leaves of absence, thereby working to further resolve health risks.

As an initiative to identify employees with particularly high health risks and resolve those risks, we visualize work data (long working hours, late-night and holiday work status, etc.) alongside health data (health checkup results, stress check results, etc.). We have established and operate a system in which the human resources department, industrial physicians, and public health nurses work together to comprehensively verify and analyze health risk conditions, and cooperate closely with the workplace to provide detailed follow-up support.



# Efforts to Optimize Working Hours

Literacy | Practice | Technology

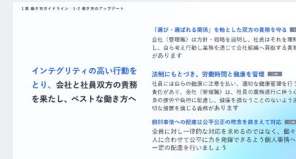
We are promoting various initiatives to optimize working hours with the aim of creating a workplace environment where each employee can autonomously practice the best working style and work in a healthy and lively manner.

In the "Work Style Guidelines" and the "Work Rule Handbook," which serves as a code of conduct for voluntary work management and health management, we outline the obligations and rules to be fulfilled by both the company and employees. We encourage employees to improve their literacy by deploying these guidelines through e-Learning and other forms of training.

In addition, we operate a system for the proper understanding of working hours, and implement a prior application system and high-risk monitoring as mechanisms to curb long working hours. In high-risk monitoring, we monitor employees whose working hours exceed a certain standard or who may pose a health risk, and then proceed with a process for improvement. We will address not only individual work styles, but also organizational issues such as reviewing the workload and staffing of the organization and teams as a whole.

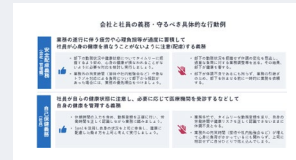
## Improving Literacy

### Work Style Guidelines



To help cover pre-birth expenses, we provide 100,000 yen to employees expecting a child. By making the submission of a parental leave plan sheet a requirement for the grant, we encourage advance discussions with partners and supervisors, which also helps encourage male employees to take parental leave.

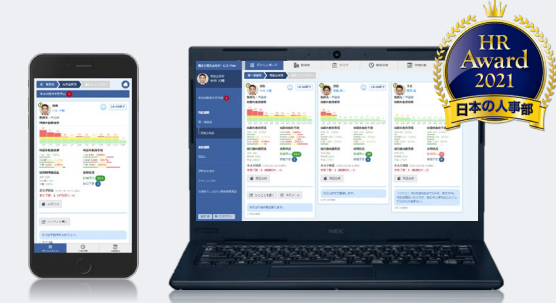
### Work Rule Handbook



Specific descriptions of Do's and Don'ts (What to Do and What to Avoid) to help employees understand and practice from their perspective.

## Appropriate understanding of working hours

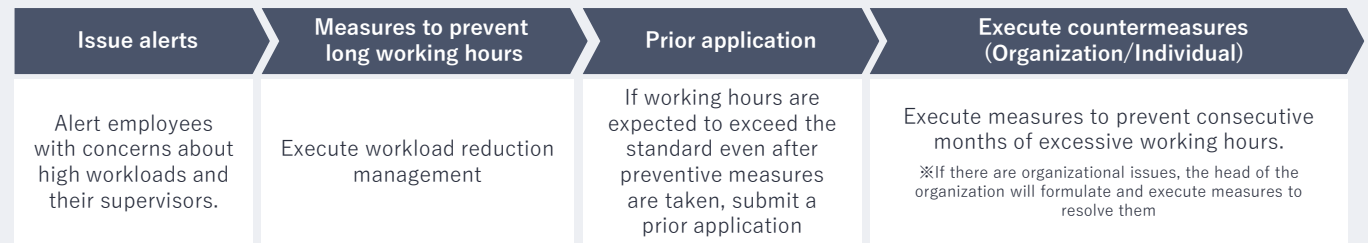
### NEC Workflow Visualization Service Plus



Visualize PC operation status, link to work management systems, and promote proper understanding of working hours by using the system to remind employees to work.

## Mechanisms to curb long working hours (Prior application system / High-risk monitoring)

- When working hours exceed a certain standard, prior application is required, and management is executed to curb long working hours.
- For organizations and individuals with high workloads, the human resources department works with the target organization to identify the causes of overwork and implement measures to eliminate it.



# Enhancing support for high-stress employees and workplace improvement (Utilization of stress checks)

Literacy | Practice | Technology

NEC is strengthening its mental health measures from the perspectives of both individuals and organizations.

For individuals, starting with the stress checks conducted twice a year, we recommend interview opportunities with occupational physicians and public health nurses to employees who meet certain criteria, while respecting their own wishes. As necessary, we support improvements in their sleep, rest, and work styles, or connect them to medical and consultation services. Regarding interview recommendations, we have strengthened our initiatives, such as improving the environment so that employees can consult with peace of mind and enhancing the content of our explanations to encourage them to book an interview. The interview completion rate for those who requested an interview in fiscal 2025 is expected to exceed 90%.

For organizations, we analyze the results of stress checks by organizational unit and report them to management on a regular basis. The human resources department, occupational health professionals, and managers collaborate to grasp trends in high-risk organizations, set issues to be addressed, and implement improvement measures. Specifically, we support the review of communication and work styles through reflection workshops, World Cafes, and other methods.

Furthermore, we visualize stress factors (workload, authority, and workplace support, etc.) on a dashboard, creating an environment where managers can consider improvement actions based on data. Through these measures, we are promoting the creation of a workplace where employees can work with peace of mind and reducing health risks for both individuals and organizations.

## For Individuals

### Strengthening Follow-Up Interviews for

Monitoring consultation rates and creating an environment where those in need of support can easily access

#### FY2025 Results (Estimated)

※Excluding those who have moved out, resigned, or taken a leave of absence

Percentage of Employees with High Stress Levels	Rate of Employees Requesting Interviews	Counseling Implementation Rate
10.0%	17.4%	94.5% (Previous year 62.2%)

#### Actions to Improve Counseling Rates

1. Strengthening appointment encouragement
2. Survey on reasons for non-booking
3. Developing policies and improving the environment to encourage appointments
  - Posting FAQs regarding counseling sessions on the intranet
  - Sending appointment reminder notifications designed to promote understanding

## For Organizations

### Support for Identifying High-Risk Organizations and Workplace Improvements Using Data

#### Feedback from Medical Professionals to Management

In addition to health data (stress checks, health examination results), we conduct multi-faceted analyses of HR data (overtime work status) and engagement scores

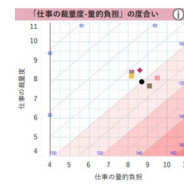
#### Intervention by medical professionals in high-risk organizations

For organizations identified as high-risk in stress checks, the HR department and occupational health organization collaborate to propose and implement risk reduction measures

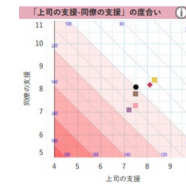
### Stress Check Dashboard

Visualize organizational trends by presenting the results of biannual stress checks on a dashboard

Workload and Autonomy



Workplace Support



# Utilization of health checkup results and follow-up

Literacy | Practice | Technology

At NEC, we are promoting the effective utilization of health checkup results so that each and every employee can continue to demonstrate their abilities in good condition.

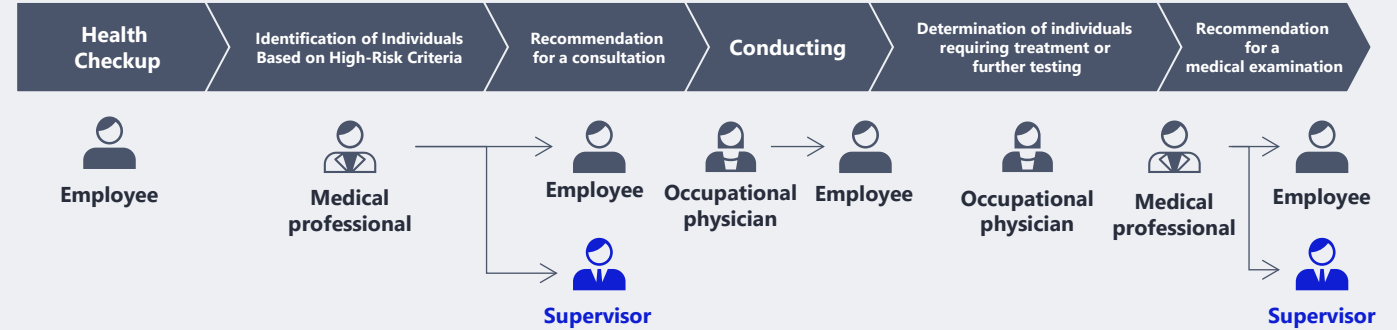
For employees who are considered to need to review their lifestyle habits or see a doctor, we offer opportunities for interviews with medical professionals during working hours, leading to lifestyle improvements and medical consultations. From fiscal 2025, with the aim of preventing the aggravation of lifestyle-related diseases and preventing diseases, we have newly established internal high-risk criteria based on health checkup results, and are strengthening interviews with occupational physicians and recommendations for medical examinations for those who meet the criteria.

In addition, we have gradually expanded the system that allows employees to receive specific health guidance during working hours since fiscal 2024, and in fiscal 2025, we established an environment where employees nationwide can receive it remotely during working hours. The specific health guidance implementation rate for fiscal 2025 is expected to be 55.2%.

Furthermore, we conduct "freshers' interviews" (individual health counseling sessions) for all new hires based on the results of their employment health checkups, supporting them in building a foundation for good lifestyle habits and a sound mind and body from the early stages of joining the company.

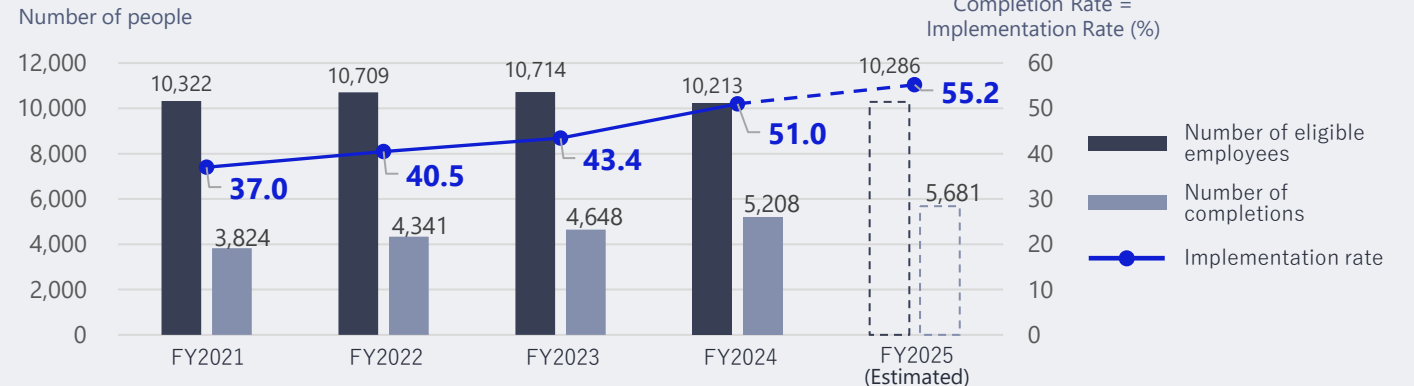
## Follow-Up Process for High-Risk Individuals Based on Health Checkup Results

Improving consultation and medical examination rates by involving supervisors in guidance tailored to individual risk levels. Projected rates for FY2025: Occupational physician consultation rate: 100% (previous year: 94.5%); Medical facility examination rate: 100%(previous year: 89%)



## Status of Specific Health Guidance Implementation

Health insurance associations are collaborating to strengthen the pathway to participation through notifications to eligible employees and individual follow-ups



# Lifestyle improvement support through the "visualization" of health checkup results

## -Health Checkup Prediction Simulation-

Literacy | Practice | Technology

The Health Checkup Prediction Simulation is a service that utilizes the NEC Group's AI technology to estimate future health risk trends based on the results of regular health checkups and other data, supporting individuals in reviewing their lifestyle habits. It shows the outlook for changes in test values and risk trends for conditions such as diabetes and hypertension, incorporating comparisons with individuals of the same sex and age group. Furthermore, based on medical questionnaire data, it presents future scenarios for both cases: if they "continue with their current lifestyle habits" and if they "work on improvements."

As a specific service overview, it provides users with personalized videos, simulations of test values and risk trends/lifestyle improvements, and health tips, leading to a deeper understanding of health checkup results and reasonable behavioral changes.

In a user survey, 86% of users responded that they were motivated to improve (highly or somewhat motivated) their lifestyle, and 78% answered that they were able to decide on their future health-related initiatives. In addition to continuing to verify its potential contribution to the improvement of test values through presentations at academic societies and other venues, we are rolling out this service to our customers based on the operational knowledge gained within the NEC Group. It is already being utilized by approximately 200,000 individuals across about 60 organizations, including health screening agencies, local governments, and companies.

### Utilization Process



**Video review of past health checkup results**

What is my current state of health?



**Test Results and Disease Risk Simulation**

What will happen in the Future if we don't?



**Life Improvement Simulation**

What are the most effective lifestyle habits? How does reevaluating your life change it?



**Health Tips**

What exactly are the options? What is the best way to improve my life?

### Examples of Effectiveness

**Results of User Questionnaire**

(As of February 2026)

- Respondents who reported their motivation to change health behaviors had increased or slightly increased : 86%
- Respondents who reported being able to decide on future health initiatives: 78%

**Presented at the Japan Society for Occupational Health**

There was a significant difference in the comparison of the percentage of examinees who improved their laboratory values (weight, abdominal circumference, and systolic blood pressure) with and without using the system.

# Making health activities "fun and sustainable" through the app -WoLN NEC Health Point Service -

Literacy | Practice | Technology

WoLN is a health application service provided by NEC for local governments. As part of our "Client Zero" approach (the idea of considering our own company as the zeroth client), NEC provides this application to employees enrolled in the NEC Health Insurance Association and their dependents (family members) to support the continuation of daily health activities and the practice of self-care.

A key feature of WoLN is that it supports the continuation of health activities not only through the recording and reviewing of lifelog data (meals, weight, exercise, sleep, blood pressure, body temperature, and number of steps), but also through AI advice, game features, and points. It also encourages the establishment of exercise habits by utilizing connections among users through mechanisms such as events and team participation. In fiscal 2025, we are expanding the app's awareness and the number of users through collaboration with events at various NEC Group locations. According to a user survey, 41% of respondents reported an improvement in their health condition, and over 40% felt more motivated to improve their diet and exercise habits.

User feedback and usage data obtained through its operation are reflected in improvements to the user navigation and content. Going forward, we will continue to support the health promotion of our employees and their families, while returning the practical knowledge gained from our own internal implementation to provide value to society.

## Features of WoLN

### Point 1

Recording of 7 types of life logs and AI advice to support daily health activities  
 ※Meals, weight, exercise, sleep, blood pressure, body temperature, step count



### Point 2

Game features and prize draws  
 Providing content that helps users continue their habits while having fun



### Point 3

Promoting  
 Hosting events that encourage communication among users



## Initiative Overview

Promoting Awareness and Usage Through Collaboration  
 Promoting Awareness and Usage



## Benefits of Use

In addition to improving physical health, it contributes to increased mental vitality. Examples of use as a communication tool with colleagues and family.

### User Survey Results (End of March 2025)

Improved Health <b>41%</b>	Increased motivation for daily life and work <b>45%</b>	Increased Motivation to Improve Diet and Exercise Habits <b>Over 40%</b>
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# Supporting behavioral changes through advanced healthcare services

## -Fones Visuas-

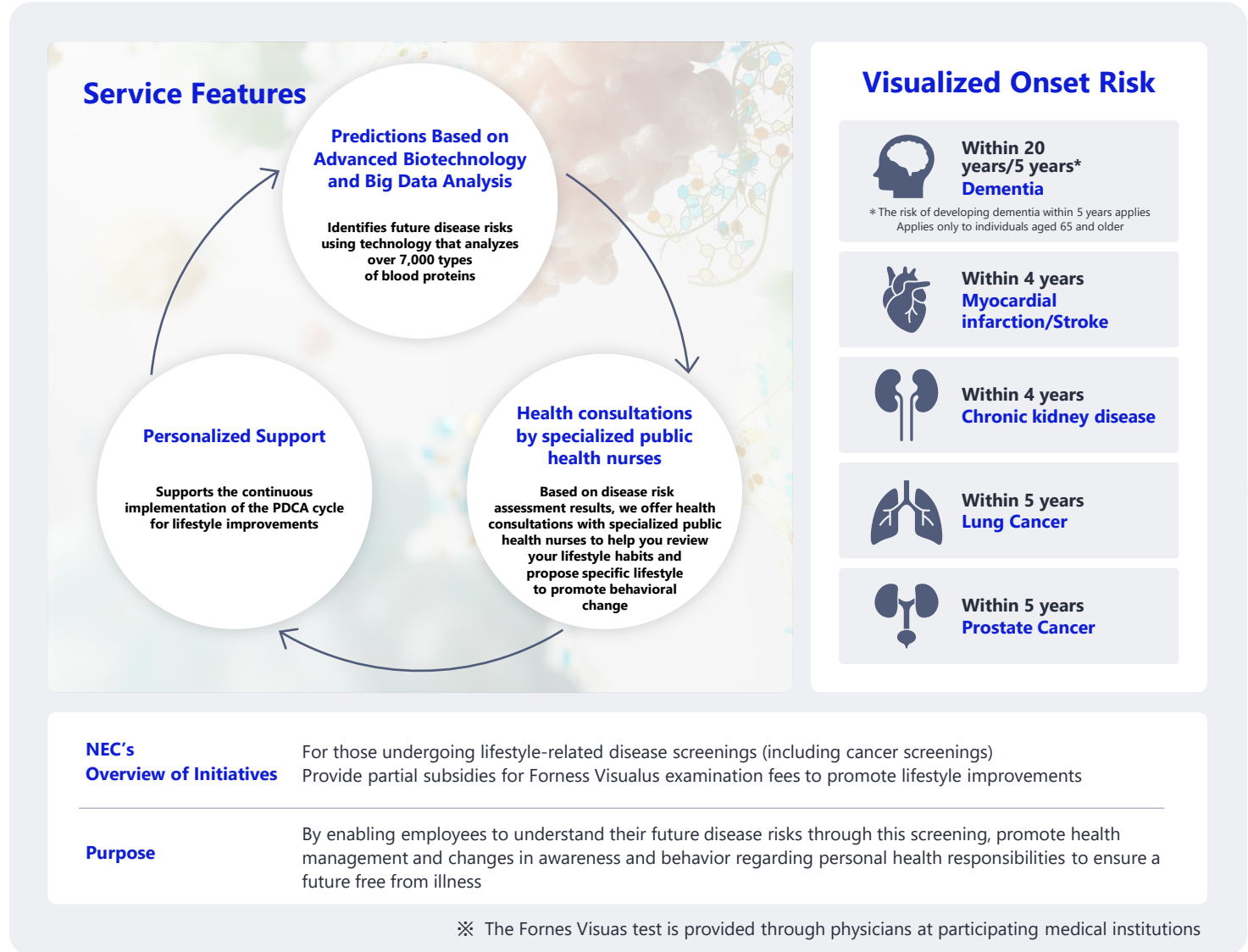
Literacy | Practice | Technology

Fones Visuas is a healthcare service provided by NEC Solution Innovators of the NEC Group and FonesLife. By analyzing blood proteins, this service visualizes future disease risks and supports lifestyle improvements.

At NEC, we believe that health management to prevent illnesses before they occur is essential, not to mention the early detection and early treatment of diseases.

Similar to the aforementioned WoLN, as an internal implementation based on our "Client Zero" approach, we have been utilizing this service on a trial basis in collaboration with the NEC Health Insurance Association since fiscal 2025, with the aim of promoting awareness and behavioral changes toward lifestyle improvements. (We are considering full-scale implementation from fiscal 2026.)

Based on the test results, employees can deepen their understanding of their own health status and utilize these insights to change their daily behaviors. Furthermore, by receiving support from FonesLife concierges who hold public health nurse qualifications, they can work on improving their lifestyle habits, such as sleep, exercise, and diet.



# Prevention of serious illnesses using medical treatment status data and AI-based health activity support

Literacy | Practice | Technology

In collaboration with the NEC Health Insurance Association, we launched a health risk management platform in fiscal 2025 that comprehensively manages health checkup results and medical treatment status (receipt information, etc.) to enable the early identification of individuals who have not undergone medical examinations, interrupted their treatment, or neglected necessary medical care. By utilizing this platform, public health nurses and other professionals will provide appropriate recommendations for medical examinations and follow-up support to those in need at the appropriate timing, leading to the prevention of serious illnesses and diseases.

Furthermore, by analyzing anonymized aggregated data using generative AI and outputting risk trends and priority issues as reports, we will accelerate the prioritization of measures and the verification of their effectiveness (PDCA cycle).

In addition, we have released "AI Health Talk" as the primary contact point for employee health consultations to promote the improvement of employees' literacy regarding health activities and support their practices, as well as to speed up responses to inquiries.

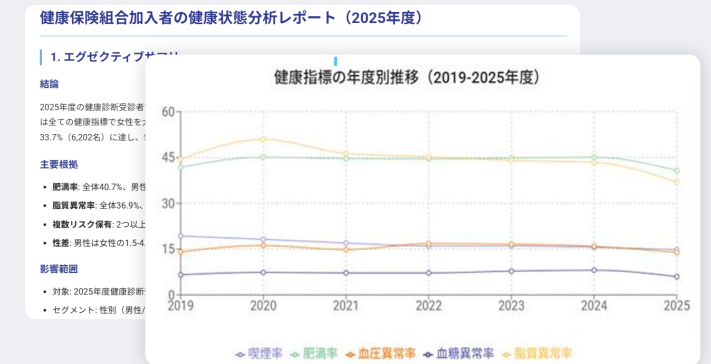
Going forward, through the utilization of the health risk management platform and AI technology, we will provide support tailored to each individual's situation, thereby leading to improvements in employees' physical and mental conditions and their productivity.

## Identifying High-Risk Individuals and Encouraging Medical Consultations Through the Establishment and Utilization

Monitoring the medical treatment status of high-risk individuals and have public health nurses encourage

年度	診療年月	診療機関	診療行為コード	診療名	医療機関コード	レポート種別
2025	202505	60	160082910	精密眼圧	1124111134	医科
2025	202505	60	160095710	B-V	1124111134	医科
2025	202505	60	160167250	L D L - コレステロール	1124111134	医科
2025	202505	60	160170170	検体検査管理加算 (1)	1124111134	医科
2025	202505	60	160179110	矯正視力検査 (1以外)	1124111134	医科
2025	202505	60	160203810	眼底カメラ撮影 (デジタル撮...	1124111134	医科
2025	202505	60	160208010	屈折検査 (1以外)	1124111134	医科
2025	202505	60	160213610	前眼部三次元画像解析	1124111134	医科
2025	202505	80	180725710	外来・在宅ベースアップ評価...	1124111134	医科
2025	202505	12	112007410	再診料	1122611192	医科
2025	202505	12	112015770	明細書発行体制等加算	1122611192	医科

Using analysis reports generated by generative AI to and provide actionable insights



## AI Health Talk



- Point 1** Enables easy personal health consultations and introduces appropriate public institutions or NEC Group consultation services
- Point 2** Reduces workload by having generative AI answer frequently asked questions directed to the health management department
- Point 3** Enables personalized health support in the future by linking with the health risk management platform

# Improving performance through a scientific approach

Literacy | Practice | Technology

To improve performance, rather than relying on temporary efforts, it is essential to create a state where each and every employee can stabilize their physical and mental conditions and continuously demonstrate their abilities. At NEC, in addition to conventional health measures such as disease prevention and the prevention of poor health before it occurs, we are promoting initiatives that lead to greater ease of working and higher productivity on a daily basis, such as maintaining concentration and improving resilience, by supporting behavioral changes based on scientific knowledge.

In fiscal 2025, we conducted a trial of a program incorporating a scientific approach targeted at certain General Managers. Based on the participants' own awareness of their issues, they set actionable behavioral goals from the perspectives of sleep, rest, nutrition, and short breaks during the day. By continuing these efforts for about two months with the continuous support of public health nurses, we received many comments indicating that this led to improvements in the quality of sleep, exercise, and rest, the visualization of their own conditions, and enhanced concentration and productivity during work.

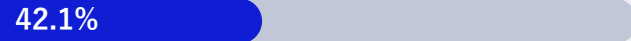
Going forward, based on the trial results (such as subjective changes in concentration, fatigue, and sleep), we will improve the program and consider its further expansion.

## Participants' Perceived Benefits and Continued Participation ※Multiple selections allowed

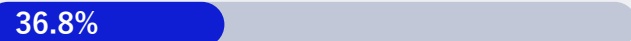
1. Improved quality of sleep, exercise, and rest



2. Visualization of personal physical condition



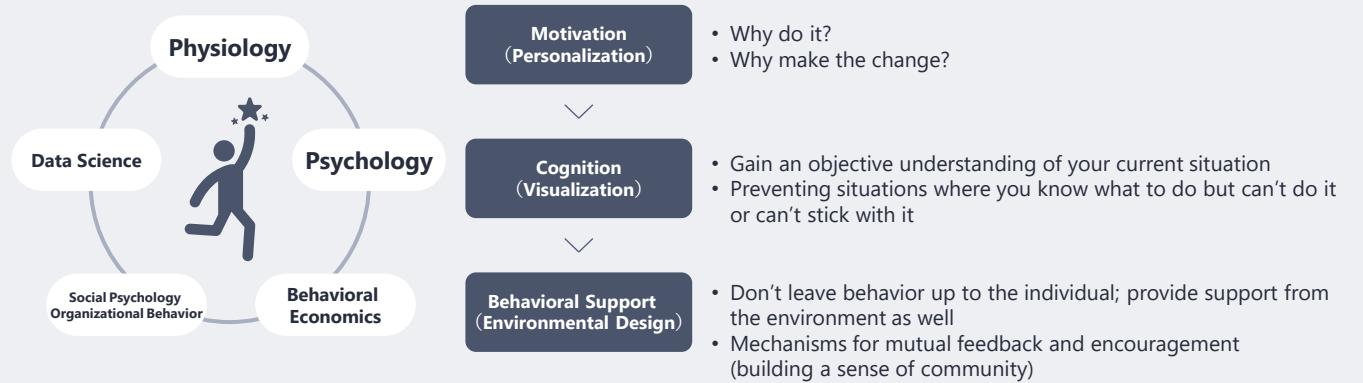
3. Improving concentration and productivity during work



I would like to participate in the program next year **95%**

I want to continue these actions as a habit **95%**

## Conceptual Diagram - Knowledge workers\* will not change their behavior unless they feel convinced -

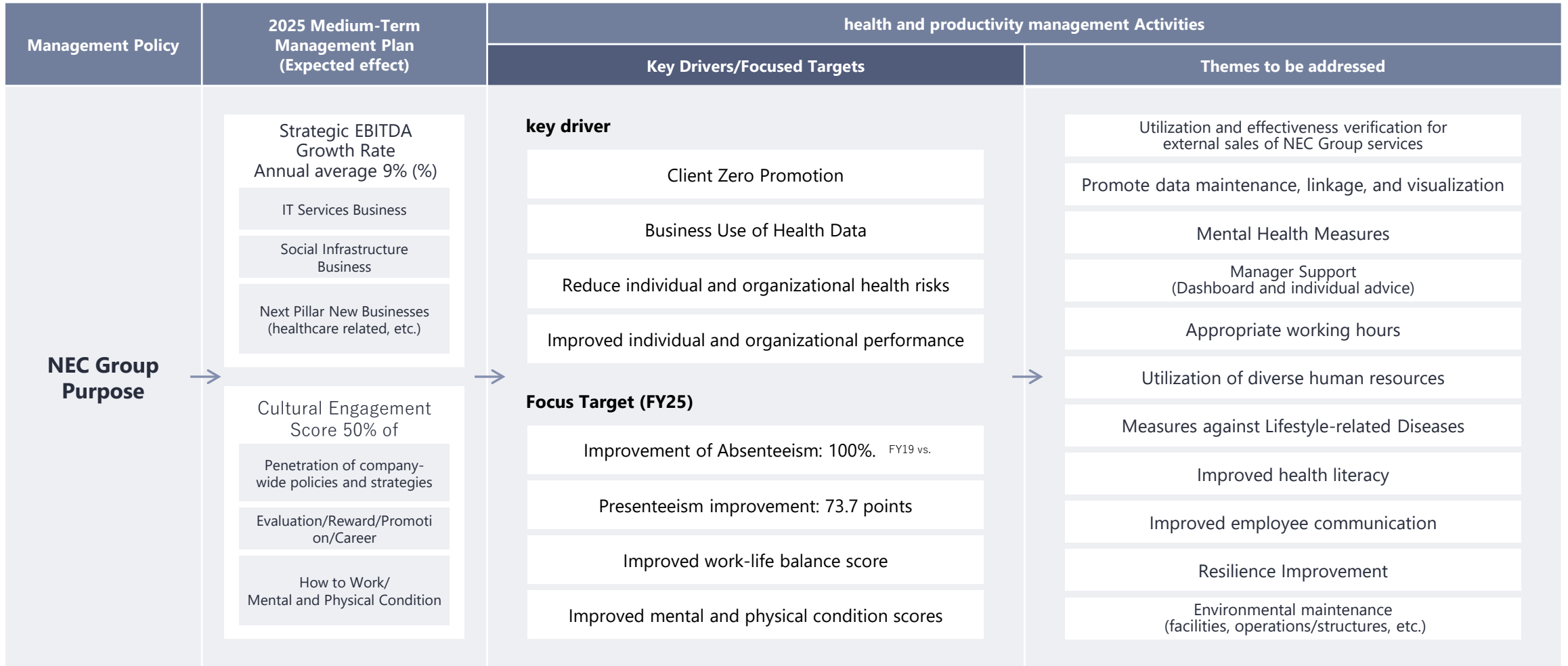


※Refers to "knowledge workers" who create new value based on specialized knowledge and experience

# Indicators and Results

# Health and productivity management Strategy Map

The following strategic map summarizes the relationship between each initiative and the management issues that NEC aims to address through its health and productivity management. Health and productivity management activities are premised on the implementation of occupational health and safety activities.



# Health and productivity management Initiatives Indicators and Achievements

NEC's health and productivity management activities are based on the strategic map, with indicators set for each activity to monitor performance and measure effectiveness.

## Outcome measure

	FY2022	FY2023	FY2024
Pulse Survey: "Positive response rate for 'Good physical and mental condition (Well-being)" *1 (Number of respondents: 21,961, Response rate: 85%)	34.7%	38%	43%
Engagement Score (Sample size: 64,972, Response rate: 84%) *4*7	36%	39%	42%
Presenteeism (Sample size: 22,723, response rate: 91%) *1*5	69.9points	70.7points	69.8points
Absenteeism (Sample size: 21,790) *1*6	107.5%	102.9%	104.9%

## Indicators for Initiatives

	FY2022	FY2023	FY2024
Regular Health Checkup Participation Rate *1	100%	99%	100%
Stress Check Participation Rate*1	95.1%	93.7%	90.8%
Specific Health Guidance Implementation Rate (Completion Rate)*3	40.5%	43.4%	51.0%
Mental Health Self-Care Training (e-learning) participation rate*1	93.4%	96.7%	94.9%
Mental Health Self-Care Training (e-learning) comprehension rate*1	97.9%	98.0%	98.2%
Mental Health Line Care Training (E-learning) Participation Rate*1	91.5%	94.8%	92.4%
Mental Health Line Care Training (E-learning) Perceived Value*1	94.9%	94.0%	95.9%

**Indicators related to change in awareness and behavior of employees, etc.**



	FY2022	FY2023	FY2024
Obesity Rate (BMI ≥ 25) Men (Ages 20–60) *2	35.2%	34.2%	34.3%
Obesity Rate (BMI ≥ 25) Women (Ages 40–60) *2	23.1%	22.8%	23.5%
Percentage of smokers*2	16.5%	16.3%	15.7%
Questionnaire items for the health checkup result prediction SIM Percentage of respondents who reported an "increased motivation to work on lifestyle changes"*2	73%	73%	86%
Increase in the percentage of employees who indicated on the questionnaire that they are "working to maintain or improve appropriate lifestyle habits"*2	45.2%	45.7%	45.3%
Increase in the percentage of employees reporting "good health" on the health questionnaire*2	46.8%	45.6%	40.9%
Cancer screening participation rate*3	49%	59.2%	72.6%
Rate of follow-up examinations*1	72%	77%	78%
Rate of patients requiring treatment*1	67%	77%	89%
Counseling completion rate for high-stress individuals*1 (Those who requested counseling)	63.0%	63.5%	62.2%
Rate of employees on leave due to mental health issues*1	1.05%	1.00%	1.14%

	FY2022	FY2023	FY2024
Rate of new mental health leave takers*1	0.49%	0.38%	0.48%
Recurrence Rate of Mental Health Leave*1	0.18%	0.16%	0.22%
Monthly average overtime hours*1	22.1h	23.1h	23.7h
Annual paid leave days granted*1 *Average for all employees, excluding carryover days	21.5days	21.5days	21.5days
Annual Paid Leave Utilization Rate*1	62.5%	62.7%	63.1%
Number of Family-Friendly Leave Days Granted*1 *Excluding carryover days	5days	5days	5days
Family-Friendly Leave Utilization Rate*1	33.9%	33.8%	32.9%
Number of employees taking childcare leave*1*8	204	292	328
Return-to-work rate after parental leave*1*8	98.6%	99.6%	99.1%
Number of Employees on Reduced-Hour Work Schedules for Childcare*1*8	421	361	318
Number of employees taking leave for family care*1*9	17	17	13
Number of employees working reduced hours for caregiving*1*9	10	13	11

- ※1 Scope: NEC Corporation
- ※2 Scope: NEC Corporation and 24 domestic consolidated subsidiaries
- ※3 Scope: NEC Corporation and 36 companies enrolled in the NEC Health Insurance Association
- ※4 Scope: Entire NEC Group
- ※5 Average score (out of 100) for work performance over the past four weeks at NEC alone
- ※6 Trend in annual absenteeism days, with NEC's FY2019 figures set as 100%
- ※7 Measured using a dedicated survey site provided by Mercer. The NEC Group defines engagement as "the mindset in which every employee feels they are always the protagonist, takes pride and passion in their work, and strives relentlessly until they achieve results that exceed expectations."
- ※8 Includes employees who began parental leave during the fiscal year, excluding Executive Officers (2022), Executive Directors (2023 onwards), contract employees, advisors, and employees on secondment to NEC; includes employees on secondment to other companies. Based on the provisions of the "Act on the Welfare of Workers Taking Childcare Leave, Family Care Leave, etc." (Act No. 76 of 1991),  
the percentage of employees taking childcare leave, etc., is calculated in accordance with Article 71-4, Item 1 of the "Enforcement Regulations of the Act on the Welfare of Workers Taking Childcare Leave, Family Care Leave, etc." (Ministry of Labor Ordinance No. 25 of 1991). Spousal childbirth leave is not included
- ※9 Employees who took caregiving leave during the fiscal year, excluding Executive Officers (2022), Executive Directors (2023 onwards), contract employees, advisors, and employees on secondment to the Company, but including employees on secondment to other companies

# Status of Certified KENKO Investment for Health Outstanding Organization program

In the "Certified KENKO Investment for Health Outstanding Organizations 2026" program jointly implemented by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi, in addition to NEC's selection for the "KENKO Investment for Health" and certification as "White 500," four NEC Group companies were certified as "White 500" and nine companies as "Certified KENKO Investment for Health Outstanding Organizations."

Status	Company Name	Industry	Rank / Standard Score (Based on Preliminary Results)
	<b>NEC</b>	Electrical Equipment	101–150th / 65.0
	<b>NEC Business Intelligence</b>	Service Industry	201–250 / 64.2
	<b>NEC Networks &amp; System Integration</b>	Information and Communications Industry	201–250 / 63.9
	<b>NEC Communication Systems</b>	Information and Communications	251–300 / 63.8
	<b>NEC Solution Innovators</b>	Information and Communications Industry	251–300 / 63.8
	<b>SUNNET</b>	Information and Communications Industry	951–1000 / 57.8
	<b>NEC Fielding</b>	Service Industry	1001–1050 / 57.5
	<b>NEC Nexsolutions</b>	Information and Communications	1101–1150 / 56.6
	<b>NEC Platforms</b>	Electrical Equipment	1151–1200 / 56.4
	<b>NEC Aerospace Systems</b>	Information and Communications	1201–1250 / 55.9
	<b>NEC Health Insurance Association</b>	Health Insurance Association	1201–1250 / 55.9
	<b>NEC Livex</b>	Service Industry	1801–1850 / 51.4
	<b>NEC Space Technologies</b>	Electrical Equipment	1951–2000 / 50.6
	<b>NEC Network and Sensor Systems</b>	Electrical Equipment	2451–2500 / 47.6
	<b>NEC VALWAY</b>	Service Industry	—
	<b>NEC Friendly Staff</b>	Service Industry	—
	<b>NEC Life Career</b>	Service Industry	—

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**NEC**

\Orchestrating a brighter world