Management for Sustainability

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Metrics and Targets

Metrics and Targets During the New Mid-term Management Plan Period GRI 3-3

For the materiality during the Mid-term Management Plan 2030 period, we have set the desired state and KPIs as follows. We will focus on initiatives toward practicing our Purpose and realizing the Vision for Creating Social Value: Empower Humanity—Delivering innovation and peace of mind.

A Themes of the highest importance		
Materiality (Abbreviation)	**Desired state by 2030**	**Fiscal 2031 KPIs for addressing challenges**
Implementing AI in society with the utmost respect for human rights (AI and Human Rights)	• Establishing and rolling out to Group companies a system and operational framework to address human rights risks arising from rapidly advancing AI technology	• Continuous strengthening of risk response capabilities • Evaluation of the effectiveness of training for implementing the "NEC Group Policy on AI and Human Rights" • Maintenance of incident prevention and response systems • Zero occurrences of serious incidents
Providing security to protect the digital society from cyberattacks and other threats (Security)	• Provide security services to clients based on our own initiatives, protecting the digital society from cyberattacks and other threats • Strengthen cybersecurity and AI governance at Group companies and business partners, while implementing advanced security solutions that leverage cutting-edge technologies and AI	• Achieving world-class in-house security measures (Third-party rating score (Bitsight): 800) • Generating and providing proprietary intelligence based on one of Japan's largest security data sets • Providing advanced and reliable security products and services • Major incidents at NEC Corp. and its consolidated subsidiaries: 0
Responsible privacy protection to ensure appropriate data value creation (Privacy)	• All personnel involved in businesses that process personal information understand and comply with laws and regulations regarding the protection of personal information and conduct business activities with due regard for human rights and privacy	• Appropriate operation and improvement of NEC Corp's Personal Information Protection Management System • Zero incidents of serious personal information leaks
Utilizing AI to drive transformation in employment and work styles (AI and Employment)	• Leveraging AI-based operations to drive labor productivity and foster innovation	• Leveraging AI-based operations to drive labor productivity and foster innovation
Promoting the creation and delivery of new value through an inclusive culture (I&D)	• Achieve an inclusive culture in which diverse talent thrives and every individual—not only women—can realize their full potential	• NEC Corp. and five major domestic consolidated subsidiaries Percentage of female managers: 20% (Including personnel changes effective April 1, 2031, that were decided during the fiscal year ended March 31, 2031) • FY2027 Diversity Score: 55% (+2 points) (FY2027 will be measured using the current survey. From FY2028 onward, a new KPI to assess the degree of inclusiveness will be established.)

B Themes with major financial risks and opportunities		
Materiality (Abbreviation)	**Desired state by 2030**	**Fiscal 2031 KPIs for addressing challenges**
Evolving corporate governance as the foundation for sustainable value creation (Corporate Governance)	• Rebuild and embed a governance framework for NEC Group's global growth	• Establishment and implementation of a company-wide rule system, and application to NEC Group companies • Implementation of appropriate governance practices tailored to the characteristics of NEC Group companies
Thorough compliance rooted in uncompromising integrity (Compliance)	• Number of serious cartel and bid-rigging incidents: 0 • Number of serious bribery incidents: 0	• Number of serious cartel and bid-rigging incidents: 0 • Number of serious bribery incidents: 0

C Themes with major impact on the environment and society		
Materiality (Abbreviation)	**Desired state by 2030**	**Fiscal 2031 KPIs for addressing challenges**
Visualizing and reducing the environmental negative impact of the value chain (Climate Change)	• In accordance with RE100, aim to achieve 100% renewable energy by 2040. For 2030, the midpoint of this journey, achieve a renewable energy adoption rate aligned with our SBT net-zero target • Promote decarbonization toward achieving SBT targets (reduce Scope 1, Scope 2, and Scope 3 emissions by at least 63.6% each by fiscal year ended March 31, 2035 compared to fiscal year ended March 31, 2025)	• Achieve a 58% renewable energy adoption rate by the fiscal year ended March 31, 2031 (target set in alignment with the SBT Net Zero goal) • Participation rate of major suppliers in NEC Corp's CO_2 reduction support program FY2031: 90%
Promoting respect for human rights throughout the supply chain (Human rights in the supply chain)	• Working with suppliers to prevent and mitigate human rights risks	• 100% completion rate for corrective actions regarding high-risk suppliers (Since our corrective action efforts are a year-long process, the FY2031 KPI is the completion rate of corrective actions by the end of FY2031 for suppliers to whom we requested corrective actions during the fiscal year ended March 31, 2030.)
Ensuring employee safety and promoting health (Employee Safety and Health)	• Where individuals achieve collective results without compromising their individuality • Creating an environment that promotes appropriate working hours and enables individuals to perform at their best in optimal condition	• Engagement Score: Top 25th percentile (Global Top Tier)