

# ESG-related Objectives, Achievements and Progress, and Degree of Completion

**M** : Major non-financial indicators related to “materiality”  
 • Listed in accordance with the contents page of the report.  
 • The goals put forth in the Mid-term Management Plan 2025 targets for fiscal 2022 to fiscal 2026.  
 Scope: NEC Corporation when not explicitly stated

◎: Achieved ○: Achievement rate of 80% or more △: Achievement rate of 50% or more ×: No progress —: Not evaluated in the fiscal year under review

Management for Sustainability	2025 Medium-term Goals	FY2022 Goals	FY2022 Achievements and Progress	Degree of Completion	FY2023 Goals
<b>M</b> : Priority Management Themes from an ESG Perspective —Materiality  P.13	Please refer to page 15.				
<b>Respecting Human Rights</b>  P.17	Promote employee understanding of the latest developments in global human rights	For employees (including dispatched workers): Continue to hold online training on Companies and Human Rights, and maintain a 90% completion rate	<ul style="list-style-type: none"> <li>Held online training on “Business and Human Rights” for employees with an 88% completion rate (including dispatched workers)</li> <li>Implemented quarterly training for Human Rights Hotline staff</li> </ul>	○	For employees (including dispatched workers): Continue to hold online training on Companies and Human Rights, and maintain a 90% completion rate
	Promotion of Due Diligence in Human Resources	Promote human rights impact assessments and human rights initiatives	<ul style="list-style-type: none"> <li>Conducted gap analysis in comparison with the UNGPs with an external expert and identified issues</li> <li>A committee including CLCO and CHRO verified human rights risks and management of these risks on a regular basis</li> </ul>	○	<ul style="list-style-type: none"> <li>Revise the NEC Group Human Rights Policy based on the UNGPs and spread awareness of policy throughout value chain</li> <li>Enhance governance system for addressing risk of human rights infringements in the value chain and implement due diligence measures in high risk regions from a human rights standpoint</li> </ul>

Environment	2025 Medium-term Goals	Indicators	FY2022	FY2026 Goals	
<b>Response to Climate Change</b>  P.40	Reduce risk and impact to NEC Corporation and the supply chain	NEC Corporation	<b>M</b> : Reduction rate of energy-related CO <sub>2</sub> emissions (absolute value) due to efficiency improvements	-31.1%	-33.6%
		NEC Corporation	Expand use of renewable energy (usage in MWh)	71,714MWh	78,000MWh
		Supply Chain	Scope 3 Category 1 Rate of CO <sub>2</sub> emissions reduction from purchased goods and services (compared with FY2018)	3.0%	-6.0%
		Supply Chain	Scope 3 Category 11 Percentage of improved energy efficiency for sold products (compared with FY2014 products)	61.0%	90.0%

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Social	2025 Medium-term Goals	FY2022 Goals	FY2022 Achievements and Progress	Degree of Completion	FY2023 Goals
Inclusion and Diversity	<p><b>M</b> Ensure diversity among leadership</p> <ul style="list-style-type: none"> <li>• Achieve the targets below by FY2026</li> <li>- 20% ratio of women and foreign nationals among directors, Audit &amp; Supervisory Board Members (KANSAYAKU), and corporate officers</li> <li>- 20% ratio of women in all management positions</li> <li>- 30% ratio of women among all employees</li> </ul>	<ul style="list-style-type: none"> <li>• Introduce Steering Committee and strengthen system for promoting Inclusion and Diversity (I&amp;D)</li> <li>• Manage pipeline to officer and management executive positions</li> </ul>	<ul style="list-style-type: none"> <li>• Promoted women's empowerment and success</li> <li>- 9.4% ratio of women and foreign nationals among directors, Audit &amp; Supervisory Board Members (KANSAYAKU), and corporate officers (as of June 30, 2022)</li> <li>- 8.1% ratio of women in all management positions (as of April 1, 2022)</li> <li>- 20.3% ratio of women among all employees (as of April 1, 2022)</li> <li>• Established the I&amp;D Promotion Committee chaired by the CEO of NEC. The committee convened twice during the year to discuss topics related to female employees, made decisions on priority measures, and decided to hire an equal percentage of men and women among new college graduates in FY2026</li> <li>• Selected approximately 100 elite personnel as management candidates with an eye on diversity ratios at each level of the organization, and commenced on-the-job training</li> </ul>	◎	<ul style="list-style-type: none"> <li>• Set goals for ratio of women as part of the succession plan for division general manager positions and higher</li> <li>• Identify female human resources who are keen to take action</li> <li>• Offer diverse career paths</li> </ul>
	<p>P.53</p> <p>Recruit and employ people with disabilities</p> <ul style="list-style-type: none"> <li>• Continue to maintain statutory employment rate (including special subsidiary companies)</li> </ul>	<ul style="list-style-type: none"> <li>• Develop special subsidiaries and enter new occupational areas</li> <li>• Strengthen recruitment with new graduate internships</li> <li>• Utilize fee-based job placement agencies</li> </ul>	<ul style="list-style-type: none"> <li>• NEC Corporation exceeded the legally mandated employment ratio of 2.3% for people with disabilities as of 2022. However, some Group companies are below this ratio, and we are therefore working to increase this employment ratio throughout the Group</li> <li>• As a measure to expand occupational fields in the IT domain, we carved out operational work from administrative work conducted by development divisions for AI and DX businesses related to generating large amounts of learning data, and conducted trials at a special subsidiary</li> <li>• Created compelling content and implemented programs for new college graduate internship events</li> <li>• Began using consultants with specialized knowledge for employing people with psychological and developmental disorders at two companies that charge a fee for job information</li> </ul>	○	<ul style="list-style-type: none"> <li>• Enhance external promotions for inclusion of people with disabilities, including special subsidiaries</li> <li>• Establish system for hiring people who have psychological or developmental disabilities and welcoming them to the workplace, as well as providing retention support</li> <li>• Improve information accessibility at online events for people with disabilities</li> </ul>
	<p>Ensure that opinions can be expressed without fear of discrimination regardless of gender, age, career path, or job title</p>	<ul style="list-style-type: none"> <li>• Launch Employee Resource Groups for women and foreign nationals</li> <li>• Hold regular in-house awareness-building events to further advance and entrench I&amp;D culture</li> </ul>	<ul style="list-style-type: none"> <li>• Launched Employee Resource Groups for women and foreign nationals and implemented voluntary activities</li> <li>• Around 13,000 NEC Group employees around the world participated in NEC Inclusion &amp; Diversity Day, an internal online event held on International Women's Day</li> </ul>	◎	<ul style="list-style-type: none"> <li>• Spread factual knowledge and information to employees through webinars held throughout the year on I&amp;D topics</li> <li>• Implement unconscious bias training</li> </ul>
Human Resource Development and Training	<p>Cultivate leadership and strengthen management capabilities in order to sustain a successful presence in the global market</p>	<p>Strengthen succession planning pipeline (Diversify human resources and cultivate global leaders)</p>	<ul style="list-style-type: none"> <li>• Promoted two women to corporate officer positions</li> <li>• Selected approximately 1,300 promising employees as candidates for the next generation of leaders, and gave them experience and training opportunities aimed at accelerating their growth (thirty-five percent of nominees were women and foreign nationals, in a bid to diversify human resources)</li> </ul>	○	<ul style="list-style-type: none"> <li>• Update training program for talent pool and promote higher-paced and more advanced training</li> <li>• Enhance training centered on challenging cross-organization assignments</li> </ul>
	<p>P.56</p> <p>Professional development to foster a successful business transformation</p>	<p>Train 10,000 human resources involved with DX by FY2026</p>	<ul style="list-style-type: none"> <li>• Created the definition of “human resources involved with DX,” and re-established requirements and training targets in order to strengthen personnel</li> <li>• Updated training program for human resources involved with DX and continued to strengthen measures to shift and polish skills</li> <li>- Conducted training focused on thought and behavior patterns (completed by 262 people)</li> <li>- Conducted training focused on digital technologies (completed by 21,305 people)</li> </ul>	○	<ul style="list-style-type: none"> <li>• Further update and add sophistication to training programs based on the definition of “human resources involved with DX”</li> <li>• Shift internal personnel toward digital technologies in keeping with advances in DX business</li> </ul>
Creating a Diverse Workstyle Environment	<p>Utilize motivation-building model to generate real-world effects in workers</p>	<p>Increase motivation</p> <ul style="list-style-type: none"> <li>• Achieve yearly 5% increase on Pulse Survey score</li> <li>- Job fulfillment score</li> <li>- Productivity score</li> <li>- Condition score</li> </ul>	<ul style="list-style-type: none"> <li>• Scores in Pulse Surveys improved at NEC and its consolidated subsidiaries (June 2021 to March 2022)</li> <li>Job fulfillment score +1.8%, productivity score +12.2%, condition score +6.2%</li> </ul>	△	<p>2022 One NEC Survey engagement score: +5 points year on year</p>
	<p>P.59</p> <p>Establish conditions that provide the optimal place and the optimal time in striving to elicit optimum performance</p> <ul style="list-style-type: none"> <li>• Provide the experience necessary for employees to facilitate their own growth</li> <li>• Implement office reforms that foster trust and co-creation</li> <li>• Provide a workplace that allows for seamless execution of duties that overcome time and space restrictions</li> <li>• Foster a work culture that encourages a diverse range of human resources to provide value</li> </ul>	<p>Promote self-determination of an ideal workplace and time to support well-being</p> <ul style="list-style-type: none"> <li>• Establish a variety of workspaces that utilize digital mechanisms such as congestion detection and other systems, as well as spaces for interaction with people outside the Company</li> <li>• Introduce rules for working from remote locations</li> </ul> <p>Promote initiatives to improve productivity and engagement with the organization</p> <ul style="list-style-type: none"> <li>• Assess organizational soundness via data analysis</li> <li>• Introduce productivity assessment</li> <li>• Introduce “Thanks” platform</li> </ul>	<ul style="list-style-type: none"> <li>• Reformed offices to build trust and spur co-creation</li> <li>• Implemented new teamwork-focused designs to establish offices as Communication-Hubs</li> <li>- Created floor layouts and concept guides</li> <li>• Remodeled employee cafeterias into Innovation-Hub FIELDS and opened them up as spaces where employees can interact with external customers and partners while dining</li> <li>• Introduced rules for remote work in November 2021. Updated guidelines for remote work as a way of working while at home or places far removed from assigned worksites. Applied these rules to employees who have compelling reasons for working remotely from home and are able to do their job adequately while at home</li> </ul> <ul style="list-style-type: none"> <li>• Continued development of two dashboards that visualize workloads of employees in terms of their mental and physical condition, by using data accumulated in data platforms for diagnosing organizational soundness</li> <li>• Introduced a Group-wide “Thanks/Praise” system at NEC in November 2021, for the purpose of fostering a culture where employees mutually commend and build up each other through positive feedback by showing gratitude (Thanks) and admiration (Praise) (implemented at 100% of companies)</li> </ul>	○	<ul style="list-style-type: none"> <li>• Accelerate building of Communication-Hubs and roll out Innovation Hub FIELDS to several bases</li> <li>• Accelerate Group consolidation and implement these hubs at multiple bases</li> <li>• Expand systems to enable application of remote work rules regardless of whether an employee has a compelling reason</li> </ul> <ul style="list-style-type: none"> <li>• Expand data types subject to analysis and analysis angles (productivity and effects of work) in health checkups</li> <li>• Expand active users of Thanks/Praise system within the NEC Group (20,000 people)</li> </ul>

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Social	2025 Medium-term Goals	FY2022 Goals	FY2022 Achievements and Progress	Degree of Completion	FY2023 Goals
Health and Safety P.61	Maintain OH&S levels in a diverse work environment	<ul style="list-style-type: none"> <li>• Raise the completion rate of Companywide online health and safety education (90% or higher)</li> <li>• Stay ahead of danger by conducting proactive risk assessments of safe construction processes</li> </ul>	<ul style="list-style-type: none"> <li>• Increased Companywide completion ratio of online occupational health and safety training to 91.0% (19,259 people)</li> </ul>	○	<ul style="list-style-type: none"> <li>• Raise the completion rate of Companywide online health and safety training (90% or higher)</li> </ul>
	Utilize health data (regular health checkup results, stress check results, etc.) strategically to clarify organizational issues and build a cycle for implementing and evaluating measures	<ul style="list-style-type: none"> <li>• Establish indicators to evaluate health across the organization</li> <li>• Maintain designation as a Health and Productivity Management Organization (White 500)</li> </ul>	<ul style="list-style-type: none"> <li>• Added and standardized questions about mental and physical condition in Pulse Surveys</li> <li>• Maintained status as a Certified Health and Productivity Management Organization (White 500) and certification as a Health &amp; Productivity Stock</li> </ul>	○	<ul style="list-style-type: none"> <li>• Increase established indicators (up 5%)</li> <li>• Maintain certification as a Health &amp; Productivity Stock</li> </ul>
AI and Human Rights P.64	<ul style="list-style-type: none"> <li><b>M</b> : Promote business activities that respect human rights as AI becomes a part of society</li> </ul>	<ul style="list-style-type: none"> <li>• Understand changes in Japanese and international laws and regulations and trends in social acceptability, and respond with suitable human rights initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Grasped trends in human rights and privacy issues inside and outside Japan in a timely manner, and reflected this understanding in operations while sharing knowledge with business divisions</li> </ul>	◎	<ul style="list-style-type: none"> <li>Strengthen AI governance based on trends in laws and regulations around the world</li> </ul>
		<ul style="list-style-type: none"> <li>• Implement AI governance in accordance with the NEC Group AI and Human Rights Principles</li> </ul>	<ul style="list-style-type: none"> <li>• Continued to mitigate human rights risks related to AI utilization and clarified items that must be confirmed in employee guidelines</li> <li>• Implemented employee training</li> <li>• Deepened management's understanding of international trends related to AI and human rights and invited experts to give presentations on making business decisions that are mindful of human rights</li> </ul>	◎	<ul style="list-style-type: none"> <li>• Maintain dialogues with a variety of stakeholders</li> </ul>
		<ul style="list-style-type: none"> <li>• Maintain dialogues with a variety of stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Continued to acquire knowledge from experts through the Digital Trust Advisory Council</li> <li>• Utilized the Company's knowledge and know-how to provide opinions and suggestions about processes for formulating and evaluating laws, regulations, and guidelines in Japan and abroad</li> </ul>	◎	
Personal Information Protection and Privacy P.66	Strengthen governance in the fields of data privacy and compliance at consolidated subsidiaries in Japan and internationally	<ul style="list-style-type: none"> <li>Develop a system and rules in keeping with the degree of risk that each international consolidated subsidiary faces in regard to the handling of personal information</li> </ul>	<ul style="list-style-type: none"> <li>• Created guidelines for protecting personal information at overseas consolidated subsidiaries</li> <li>• Rolled out guidelines to major overseas consolidated subsidiaries, and started to rebuild and reinforce data privacy and compliance systems from a risk management approach based on how each company handles personal information</li> </ul>	○	<ul style="list-style-type: none"> <li>• Establish the Center of Excellence (CoE) group in the Compliance Department at the head office to supervise data compliance at overseas subsidiaries</li> <li>• Finish rebuilding personal information protection system and install data privacy and compliance managers at overseas subsidiaries that handle high-risk personal information in accordance with personal information protection guidelines for overseas consolidated subsidiaries</li> <li>• Implement training and education for data privacy and compliance managers assigned at overseas consolidated subsidiaries</li> </ul>
	Deepen risk management pertaining to the handling of personal information, based on the risk ownership of general managers	<ul style="list-style-type: none"> <li>• Train Personal Information Protection Professionals to strengthen risk management when handling personal information in each business unit</li> <li>• Introduce Personal Information Protection Professionals and New PIICO at major consolidated subsidiaries in Japan</li> </ul>	<ul style="list-style-type: none"> <li>• Have attorneys hold business point seminars for all employees regarding the 2020 revision to the Personal Information Protection Law</li> <li>• Implement the following training and education programs throughout the year for Personal Information Protection Administrators and Personal Information Protection Professionals in all business divisions:                             <ol style="list-style-type: none"> <li>(1) Human rights and privacy education</li> <li>(2) Training on business compliance with the 2020 revision to the Personal Information Protection Law</li> <li>(3) Guidance through individual consultations</li> <li>(4) Foundational courses on personal information protection</li> <li>(5) Courses to acquire certifications in personal information protection</li> </ol> </li> <li>• Assign and train Personal Information Protection Administrators and Personal Information Protection Professionals at eight major consolidated subsidiaries in Japan (NEC Solution Innovators, Ltd., NEC Platforms, Ltd., NEC Fielding, Ltd., NEC Nexsolutions, Ltd., NEC Networks &amp; System Integration Corporation, NEC Management Partner, Ltd., NEC Livex, Ltd., and NEC Life Career, Ltd.), and launch a new personal information protection management ledger system (New PIICO) (operations to commence in FY2023)</li> </ul>	○	<ul style="list-style-type: none"> <li>• Continue the training and education of Personal Information Protection Administrators and Personal Information Protection Professionals assigned to all business divisions</li> <li>• Expand the number of subsidiaries that have assigned Personal Information Protection Administrators and Personal Information Protection Professionals, and introduce New PIICO system</li> </ul>
Information Security and Cyber Security P.69	<ul style="list-style-type: none"> <li><b>M</b> : Strengthen measures against cyber attacks</li> </ul>	<ul style="list-style-type: none"> <li>Respond to national threats</li> <li>• Establish zero trust security compatible with DX</li> <li>• Increase awareness and innovate control system</li> </ul>	<ul style="list-style-type: none"> <li>Responded to national-level threats</li> <li>- Achieved NIST CSF<sup>*1</sup> level, strongly improved BitSight score<sup>**</sup></li> <li>• Implemented zero trust security compatible with DX</li> <li>• Transformed awareness and discipline</li> <li>- Revised basic policy, cyber rules, and other rules</li> </ul> <p> Refer to the Information Security Report for details.</p>	◎	<ul style="list-style-type: none"> <li>Respond to national-level threats</li> <li>- Achieve NIST CSF level, strongly improve BitSight score for the NEC Group</li> <li>Realize zero trust security compatible with DX</li> <li>Transform awareness and discipline</li> <li>- Enhance security implementation for in-house systems</li> </ul>
	<ul style="list-style-type: none"> <li><b>M</b> : Establish and operate a zero trust platform</li> <li>• Talent management and deployment (double the number of CISSP certified employees)</li> <li>• Strengthen supply chain security management</li> <li>• Establish a safe System Integration process</li> </ul>	<ul style="list-style-type: none"> <li>Reform processes to include built-in security as part of business proposals</li> <li>Release vulnerability management dashboard</li> </ul>	<ul style="list-style-type: none"> <li>• Released vulnerability management dashboard</li> <li>• Increased CISSP certification: approximately 200 people obtained certification (30% increase)</li> <li>• Revised cyber security rules for proposing and installing information systems for customers</li> <li>• Revised inspection checklists used before shipping to customer environments</li> </ul>	○	<ul style="list-style-type: none"> <li>• Normalize use of vulnerability management system</li> <li>• Encourage employees to obtain advanced security professional certifications (e.g., CISSP)</li> <li>• Start using standards for suppliers based on international standards</li> <li>• Establish and deploy Companywide cyber security management rules</li> </ul>

\*1 NIST Cyber Security Framework

\*\*2 A cyber security risk score rating service provided by BitSight Technologies

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Information Security and Cyber Security P.69	<b>M</b> : Eliminate security-related incidents caused by partner companies by inspecting their standards and enhancing cyber security measures	Enhance standards inspections • Increase number of companies subject to standards management from 1,500 to 2,000 and improve document inspection • Consider increasing number of company bases subject to on-site inspections from 40 to 100, increase efficiency by utilizing online tools	• Expanded scope of management to 2,000 companies, improved document inspections • Expanded on-site inspections utilizing online tools to 100 companies	◎	• Increase efficiency of remote on-site inspections further, expand from 100 to 200 companies • Improve reassignment management (set three-tier restriction rules) and monitor conditions
		Strengthen cyber security measures • Revise information security standards (including document inspection items) to conform with NIST SP800 from FY2023 • Hold information security briefing sessions to request security measure implementation from partner companies, and provide security improvement support	• Revised information security standards to conform with NIST SP800-171 • Held information security briefing sessions; requested compliance from partner companies (with support provided for improvements as necessary)	◎	• Spread new information security standards (based on NIST SP800) • Conduct self-assessment of system security plans (SSP) and share gap (80% SSP collection ratio)
CS (Customer Satisfaction) Initiatives P.73	Continue to be customers' company of choice by earning their unwavering trust	• Continue to engage in activities to improve customer satisfaction based on the voice of the customer (VoC) and in keeping with the characteristics of each business	• Continued to make improvements based on the VoC and in keeping with the characteristics of each business area	◎	• Continue to engage in activities to improve customer satisfaction based on the VoC and in keeping with the characteristics of each business
		• Achieve a result for the Customer Satisfaction Survey higher than the industry average (e.g., an average of “Total satisfaction”) in market surveys conducted by NEC Corporation	• Achieved a result for the Customer Satisfaction Survey higher than the industry average (i.e., an average of “Total satisfaction”) in market surveys		• Achieve a result for the Customer Satisfaction Survey higher than the industry average (e.g., an average of “Total satisfaction”) in market surveys conducted by NEC Corporation
Cooperation with Local Communities P.74	Aim for 10,000 new registrants with the NEC Volunteer Support Service database by FY2026 Expand range of corporate citizenship  Utilize corporate citizenship as a launching point for social value creation	Increase the number of new employee registrations with the NEC Volunteer Support Service database of employee volunteers by 1,200 per year (increase of 100 per month)	NEC has created various opportunities, mainly online, for all employees in Japan to easily and proactively participate. As a result, the number of newly registered employees in NEC Volunteer Support Service (an employee volunteer database) increased sharply, by 2,943 people	◎	• Increase the number of new employees registered for NEC Volunteer Support Service (a database of employees with high social awareness) by 1,500 people • Officially launch the new NEC Future Creation Program (SDGs training program for the next generation of employees)
		Create new businesses and strengthen cooperation with local communities beginning with corporate citizenship initiatives such as the NEC Social Entrepreneurship School and the NEC Pro Bono Initiative	• Concluded a comprehensive partnership agreement between NEC and Kakogawa City (Hyogo Prefecture) for advancing smart cities through regional co-creation and launched initiatives to resolve regional issues on a pro bono basis as a central part of this agreement • Concluded agreements with the Tokyo metropolitan government to assist with digital technologies in elementary and junior high schools within the city, and continued to have employees assist GIGA School classrooms at elementary and junior high schools	◎	Create new businesses from a corporate citizenship standpoint, support marketing activities and forge relationships with local communities (reach comprehensive partnership agreements, etc.)

Governance	2025 Medium-term Goals	FY2022 Goals	FY2022 Achievements and Progress	Degree of Completion	FY2023 Goals
Compliance and Risk Management P.81	<b>M</b> : Engage in thorough compliance • Establish a Group-wide culture that prioritizes compliance and promote fair trade, drawing from the NEC Group Code of Conduct  Conduct appropriate risk management • Select important risks that affect business execution and both plan and implement effective measures	Number of cases of serious involvement with cartels and/or bid-rigging: 0	Number of cases of serious involvement with cartels and/or bid-rigging: 0	○	Number of cases of serious involvement with cartels and/or bid-rigging: 0
		Raise the completion rate of online compliance training (completion rate: 98% or higher)	Raised the completion rate of web-based compliance training (completion rate: 99%)		• Raise the completion rate of web-based compliance training (completion rate: 98% or higher) • Ensure awareness of Compliance Hotline (awareness rate: 90%)
Business Continuity P.87	Continue to be a front-runner in Japan in terms of disaster prevention and corporate BCPs  Contribute to increasing corporate value through disaster prevention and business continuity activities	Number of reports submitted to the Compliance Hotline: 80 cases or more	Number of reports submitted to the Compliance Hotline: 62	○	Establish and implement effective measures for Priority Risks
		Establish and implement effective measures for Priority Risks	• Strengthened Companywide risk management by creating risk maps, etc. • Reinforced in-house systems for legal compliance risks related to new technologies and businesses		Continue to implement training and education with an eye on post-pandemic conditions
Supply Chain Management P.88	<b>M</b> : Acquire declarations from suppliers which account for 75% of the total consolidated procurement amount (by end-FY2026)	Spread concept of “personalization” through training and education, in line with the effects of COVID-19 and the increase in home working environments	• Implemented training at each business site with an eye on post-pandemic conditions • Implemented online training and workplace conferences about actions to take in the event of a natural disaster while teleworking	○	Support marketing with field tests and aggressively roll out NEC services in-house
		Cooperate with sales support staff to contribute to business	• Supported marketing by holding seminars and introducing case studies of the Company's measures • Supported marketing with in-house deployment of the Company's services (MCA Advance)	○	Continue acquiring declarations from suppliers which account for 75% of the total consolidated procurement amount