

Management for Sustainability

Governance Strategy Risk Management (Including Opportunity Generation) Indicators and Goals

KPIs for Initiatives to Address Materiality, and Results for Fiscal 2024

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	Materiality		KPIs for Fiscal 2026		Results for Fiscal 2024
Growth Materiality	A Society That Enables Well-being through the Digitalization of Government and Financial Institutions	DG/DF	• DG/DF revenue: 310.0 billion yen Adjusted operating profit margin: 11.6% ¹	DG/DF	• DG/DF revenue: 301.5 billion yen Adjusted operating profit margin: 6.2%
	Stress-free Communication with Low Environmental Impact	Global 5G	Global 5G revenue: 127.0 billion yen Adjusted operating profit margin: 12.6% ¹	Global 5G	• Global 5G revenue: 72.6 billion yen Adjusted operating profit margin: 14.9%
	Transforming Society and Industry with the Power of Digital Technology	Core DX	• Core DX revenue: 570.0 billion yen Adjusted operating profit margin: 13.2% • Total human resources involved with DX: 12,000 ²	Core DX	• Core DX revenue: 386.0 billion yen Adjusted operating profit margin: 6.4% Total human resources involved with DX: 10,376
	Living Freely in Our New Era of Healthcare and Life Science	Healthcare and Life Science	• Continuously create new businesses in healthcare and life sciences to achieve a business value of 500 billion yen by 2030	Healthcare and Life Science	• Launched Japan's first electronic medical record system powered by generative AI • Established BostonGene Japan and started genomic testing services • Confirmed the enhanced efficacy of a personalized neoantigen vaccine for cancer treatment
	Driving Carbon Neutrality for Our Customers and Society	Carbon Neutrality	• Business expansion in areas such as carbon management to support corporate decarbonization	Carbon Neutrality	• Promote external collaborations and trials in areas such as corporate decarbonization and climate change adaptation
Fundamental Materiality	Environmental Action with a Particular Focus on Climate Change (Decarbonization)		• 25.0% reduction in Scope 1 and Scope 2 CO ₂ emissions (compared with fiscal 2021) ¹ to achieve carbon neutrality by 2040		• Approximately 31.0% reduction in Scope 1 and Scope 2 CO ₂ emissions (compared with fiscal 2021)
	Security to Maximize ICT Possibilities		• Three times the number of internationally certified personnel (compared with fiscal 2021) ¹		• More than 450 internationally certified personnel, approximately triple the number in fiscal 2021
	Provision and Utilization of AI with Respect for Human Rights as the Highest Priority (AI and Human Rights)		• Application of the NEC Group AI and Human Rights Principles		• Application of the NEC Group AI and Human Rights Principles
	Diverse Human Resource Development and Cultural Transformation		• Engagement score: 50% • Ratio of female managers to all managers: 20% ³ Ratio of female and non-Japanese officers ⁴ to all officers: 20%		• Engagement score: 39% • Ratio of female managers to all managers: 9.2% ⁵ Ratio of female and non-Japanese officers ³ to all officers: 15.3% ⁶
	Corporate Governance		• Increase sophistication of governance by transitioning to a company with a Nomination Committee, etc., with a majority of independent outside directors ⁷		• Transition to a company with a Nominating Committee, etc., with a majority of independent outside directors
	Supply Chain Sustainability		• Suppliers agreeing to the Procurement Guidelines: 75% ⁸		• Suppliers who have agreed to the Procurement Guidelines: 86%
	Compliance		• Zero cases of serious involvement with cartels and/or bid-rigging		• Zero cases of serious involvement with cartels and/or bid-rigging

1. Target increased in fiscal 2024.

2. Target decreased in fiscal 2024.

3. Includes transfers effective April 1, 2026 determined within fiscal 2026.

4. Directors, executive officers, corporate senior executive vice presidents, corporate executive vice presidents and corporate senior vice presidents of the Company as of March 31, 2026 (including executive officers, corporate senior executive vice presidents, corporate executive vice presidents and corporate senior vice presidents whose appointment is determined during fiscal 2026 and transfer is scheduled for April 1, 2026).

5. As of March 31, 2024. The ratio of female managers to all managers was 10.2% as of April 1, 2024.

6. As of March 31, 2024, the ratio of female and non-Japanese officers to all directors, executive officers, corporate senior executive vice presidents, corporate executive vice presidents and corporate senior vice presidents was 15.8%.

7. These KPIs were determined along with other fiscal 2026 KPIs when Mid-term Management Plan 2025 was announced, but quantitative details were not disclosed until the information on changes in organizational design were announced.

8. Percentage based on procurement amount.