Life Science

and Society

**Human Rights**)

Social Value

**Cultural Transformation** 

Diverse Human Resource Development and

Supply Chain Sustainability through

Compliance as a Company That Creates

Corporate Governance Aiming to Continuously

Collaboration and Co-creation with Suppliers

Create Social Value and Maximize Corporate Value

**Value Creation** 

together diverse human resources:

"Employer of Choice"

Society / Environment

Contribute to climate

change measures

(Decarbonization)

### **NEC's Value Creation Process**

Under Mid-term Management Plan 2025, NEC aims to connect its Purpose with strategy and culture based on the Company's unique tangible and intangible assets, and to realize value creation through corporate action by putting its materiality into practice. By prioritizing material issues that contribute to the sustainable growth of the Company and greater society, NEC will provide value to various stakeholders and realize the NEC 2030VISION while contributing to the achievement of the Sustainable Development Goals (SDGs).

For more details on the NEC 2030VISION, please visit the website below. https://www.nec.com/en/global/about/vision/

#### Capital **Strategy and Culture Financial** Strategy NEC's growth model Operating cash flow: ¥1.3 trillion\* "Maximizing long-term profit" \* From fiscal 2022 to fiscal 2026 and "Optimizing short-term profit" Manufacturing Non-financial measurement methodologies to underpin Business process / IT establishment sustainable growth Intellectual Culture R&D expenses: Transformation of people Approximately 3.3% of revenue and culture Human Establishment of business infrastructure Consolidated number of employees: Creation of shared vision for a 105,276 (as of March 31, 2024) brighter future with customers Social and relationship Maintain and develop deep domain knowledge based on long-term

customer relationships

Generate global synergies

through M&As

Natural

Expand renewable

energy installations

Purchase renewable power

#### **Materiality Growth Materiality** A Society That Enables Well-being through Investors the Digitalization of Government and Balance business growth and Financial Institutions improve financial soundness Stress-free Communication with Low Environmental Impact Customers Transforming Society and Industry with the Power of Digital Technology Provide safe & secure social infrastructure and services • Living Freely in Our New Era of Healthcare and by leveraging strengths in technology Driving Carbon Neutrality for Our Customers Suppliers **Fundamental Materiality** Create sustainable social value through collaboration and Environmental Action with a Particular Focus on co-creation with suppliers Climate Change (Decarbonization) Security to Maximize ICT Possibilities **Employees** Provision and Utilization of AI with Respect for Transform into a company that Human Rights as the Highest Priority (Al and pursues innovation and brings

# NEC creates the social values of safety, security, fairness and efficiency to promote a more sustainable world where everyone has the chance to reach their full potential. **NEC 2030VISION** Life Society **Environment** SUSTAINABLE

## Orchestrating a brighter world

