# NEC's Business Model Value Creation Process

When implementing NEC's Mid-term Management Plan 2025, NEC will provide value to its various stakeholders by connecting strategy and culture based on its unique tangible and intangible assets. Additionally, NEC aims to fulfill the NEC 2030VISION, which is the specific vision for its "Purpose." The direction of NEC's Purpose and the NEC 2030VISION is identical in spirit to the SDGs' pledge to "leave no one behind," and NEC will contribute to the achievement of the SDGs through dialogue and co-creation with various stakeholders, taking advantage of the technologies and competence in implementation that it has cultivated.

STATISTICS IN ANT

# Capital

#### Financial

• Operating cash flow: 1.3 trillion yen\* • The fiscal years ended/ending March 31, 2022 to 2026

#### Manufacturing

- Business process / IT establishment
- Create a Transformation Office

#### Intellectual

• R&D expenditure: Approximately 4.0% of revenue

#### Human

• Consolidated number of employees: 117,418 (as of March 31, 2022)

#### 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

# Strategy

NEC's Growth Model

"Maximizing long-term profit" and "Optimizing short-term profit"

Non-financial measurement methodologies to underpin sustainable growth

## Culture

Transformation of people and culture

Establishment of business infrastructure

Creation of shared vision for a brighter future with customers

#### Balance business growth and improve financial soundness

Investors

#### Customers

Provide safe & secure social infrastructure and services by leveraging strengths in technology

### Suppliers

Create sustainable social value through collaboration and co-creation with suppliers

### **Employees**

Transform into a company that pursues innovation and brings together diverse human resources: "Employer of Choice"

### Society / Environment

Contribute to climate change measures (Decarbonization)

# **Orchestrating** a brighter world

### 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

