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.

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**

**NEC’s Business Model**

**Value Creation Process**

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**NEC’s Growth Model**

- Maximizing long-term profit” and “Optimizing short-term profit”
- Non-financial measurement methodologies to underpin sustainable growth

**Strategy**

**Investors**
Balance business growth and improvement of financial soundness

**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**
Transformation to a company that pursues innovation and brings together diverse human resources: “Employer of Choice”

**Society / Environment**
Contribution to climate change measures (Decarbonization)

**Capital**

- **Financial**
  - Operating cash flow: 1.3 trillion yen*
  - The fiscal years 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 (As of March 31, 2021): 114,714

- **Social and relationship**
  - Maintain and develop deep domain knowledge based on long-term customer relationships
  - Generate global synergies through M&A

- **Natural**
  - Expansion of renewable energy installations
  - Purchase of renewable power

**Culture**

- Transformation of people and culture
- Establishment of business infrastructure
- Creation of shared vision for a brighter future with customers

**Orchestrating a brighter world**

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