



***Please see https://www.nesic.co.jp/english/ir/library/kg6ogt0000000106-att/20220510_eng01.pdf for the full slides of "Shift up 2004" (Company-total version)**

New Medium-Term Management Plan "Shift up 2024" (Summary)

May 30 & June 9, 2022

Yushi Ushijima, President

NEC Networks & System Integration Corporation

(TSE: 1973, NESIC)

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Summary of “Shift up 2024”

Shift up 2024

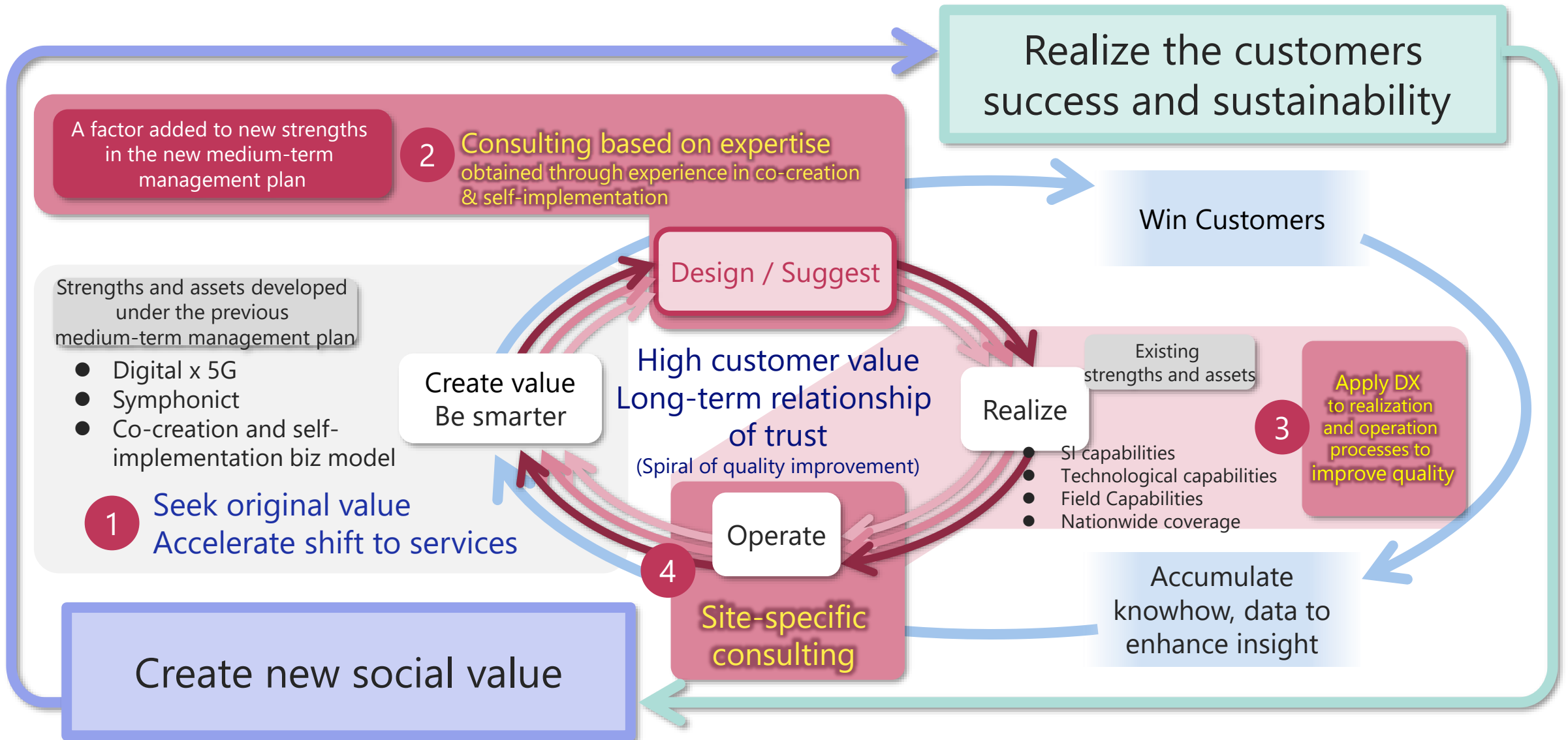
Elevating society

DX and Beyond 5G
From *demonstration*
to *realization*

Relationship
with customers
From *co-creation*
to *creation in harmony*

Business model
From *project-type*
to *spiral-type*

Spiral-Type Growth Model: A Recurring Model Based on Consulting



Basic Strategies

1

Accelerating Original Value Creation

2

Advancing Solution Capabilities

3

Evolve into DX-Native Company

Organization Strategy

Refine the organization with a view

toward the realization of DX and Beyond 5G

**Point
1**

Accelerate actions for the realization of "DX x Beyond 5G" and for shifting businesses to services provision model
(Reorganize some of the functions of the business units)

**Point
2**

Increase consultation and proposal capabilities
(Integrate resources for sales promotion to build closer relationships with customers)

**Point
3**

Increase functionality for the implementation of strategies for carbon neutrality and to address climate change

**Point
3**

Carbon Neutral Promotion
Division

Marketing & Sales Operations Unit

**Point
2**

Business Process Innovation
Strategy Division

Business Design Operations Unit

**Point
1**

DX Solutions Business Unit

**Point
1**

Network Solutions Business Unit

**Point
1**

**Environmental & Social Solutions
Business Unit**

Administration Staff

Medium-term Financial Targets

(¥ Bn.)	FY2022/3	FY2025/3 target	Record high
Net sales	310.3	370	339.1 (FY2021/3)
Operating income	23.2	34	25.6 (FY2021/3)
(to sales)	7.5%	9.2%	7.5%
ROE	11.6%	13%+	13.5% (FY2021/3)

*Targets as at May 10

What We Seek to Achieve in 2030



Provide services that anticipate future changes in society and technologies

Decarbonization

Energetic communities

Smart industry

Work/lifestyles with greater freedom

Safety and security

Health Well-Being

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Cautionary Statement

Forecasts and targets of results mentioned in this document are future estimates and are thus inclusive of risks and uncertain factors since they are not based on definite facts. Please be aware that a variety of factors could cause actual results to differ significantly from those projected. The major factors affecting actual results include the economic climate and social trends surrounding the business of this Company's group, consumer trends vis-a-vis systems and services provided by this Company's group, as well as pressure to lower prices and ability to cope with the market in response to intensified competition.

Factors affecting results are not limited to the ones mentioned above.

There will be some change in our business segment according to a refine in our organization in April 2022. The new segment figures shown in these slides are numbers for reference by rough reclassification.