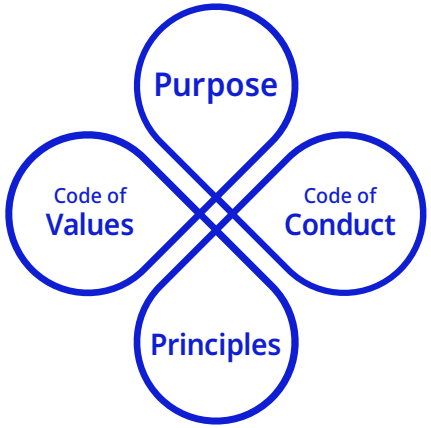
NEC Integrated Report
2026

NEC \Orchestrating a brighter world

NEC Way



Purpose

\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.

The NEC Way is a common set of values that form the basis for how the entire NEC Group conducts itself. Within the NEC Way, the “Purpose” and “Principles” represents why and how as a company we conduct business, whilst the “Code of Values” and “Code of Conduct” embodies the values and behaviors that all members of the NEC Group must demonstrate.
Putting the NEC Way into practice, we will create social value.

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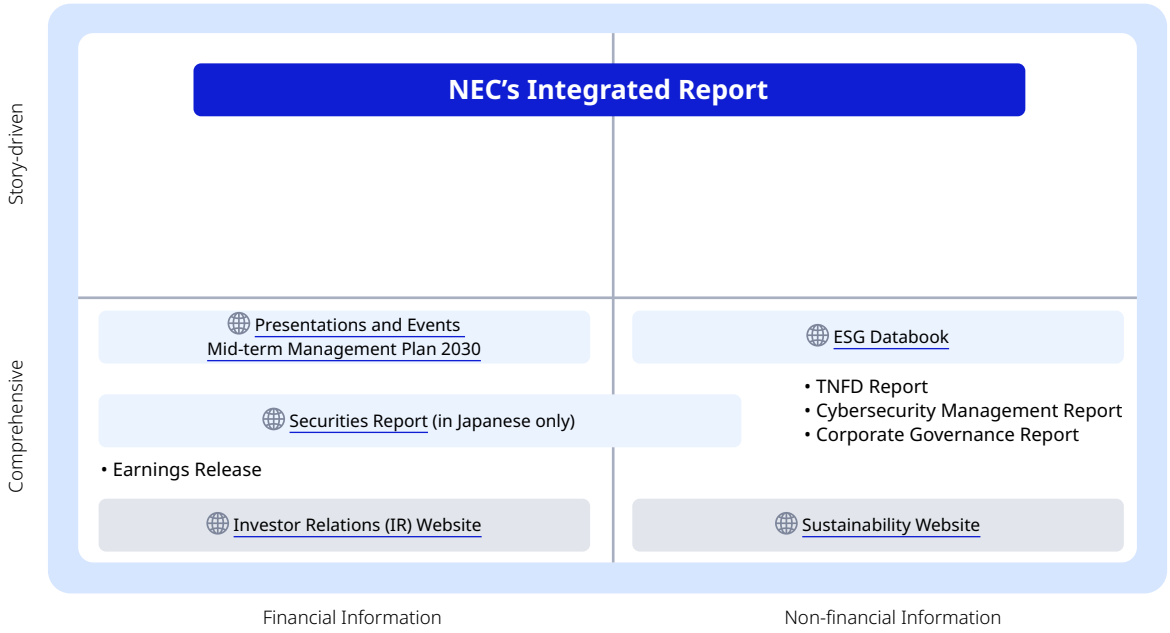
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Editorial Policy

NEC's Integrated Report

NEC has published annual reports containing both financial and non-financial information since 2013. Starting in 2018, upon having defined its "materiality," NEC changed the name of its annual report to "Integrated Report." NEC positions its integrated report as a web-based publication for investors, shareholders, and other stakeholders, and strives to present a compelling narrative that outlines the Company's strategies and initiatives for the ongoing creation of social value and the maximization of corporate value. At the same time, while maintaining a concise structure focused on providing a clear overview of the Company, the report also serves as a gateway that directs readers to appropriate media and websites for more detailed information that corresponds with their interests and concerns. NEC will keep endeavoring to provide increasingly transparent and continuous information while incorporating feedback from its stakeholders.



Key Points of NEC Integrated Report 2026

In May 2026, NEC announced Mid-term Management Plan 2030, which runs from fiscal 2027 to fiscal 2031. The principal objective of Integrated Report 2026 is to clearly communicate the value NEC aims to create under this new mid-term management plan. The report outlines NEC's approach from both financial and non-financial perspectives through a range of content, including its renewed value creation process and material issues, which were updated in conjunction with the formulation of the new plan, as well as the Message from the President, an overview of the strategies set forth in Mid-term Management Plan 2030, and discussions held by the Board of Directors leading up to the formulation of the plan.

Over the next five years, NEC is committed to driving further transformation. Through both data and narrative, this report illustrates the initiatives that will support that transformation.

Reporting Period

April 1, 2025 to March 31, 2026. This report also includes information obtained after this reporting period.

Scope of Report

NEC Corporation and its consolidated subsidiaries

Reference Guidelines

- ISO 26000
- GRI Standards
- United Nations Global Compact
- International Financial Reporting Standards (IFRS) Foundation's "International Integrated Reporting Framework"
- Japan's Ministry of Economy, Trade and Industry's "Guidance for Collaborative Value Creation"

WE SUPPORT UN GLOBAL COMPACT

NEC is a signatory to the United Nations Global Compact.

Environment Social Governance Guidance for Collaborative Value Creation

Note:
- "Fiscal 2026" refers to the year ended March 31, 2026, with all other fiscal years referred to similarly.
- Due to the organizational restructuring implemented on April 1, 2026, NEC has revised the composition of its reporting segments. Prior segment results have been adjusted to reflect the new structure.
- In this report, "Non-GAAP operating profit (loss)" and "Non-GAAP net profit (loss)" are defined as follows:
  Non-GAAP operating profit (loss): An indicator for measuring underlying profitability. It is measured by deducting amortization of intangible assets recognized as a result of M&A, expenses for acquisition of companies (financial advisory fees and other fees), structural reform expenses, impairment losses, stock compensation and other one-time profits (losses) from operating profit (loss).
  Non-GAAP net profit (loss): An indicator for measuring underlying profitability attributable to owners of the parent. It is measured by deducting adjustment items of profit (loss) before income taxes and corresponding amounts of tax and non-controlling interests from net profit (loss) attributable to owners of the parent.