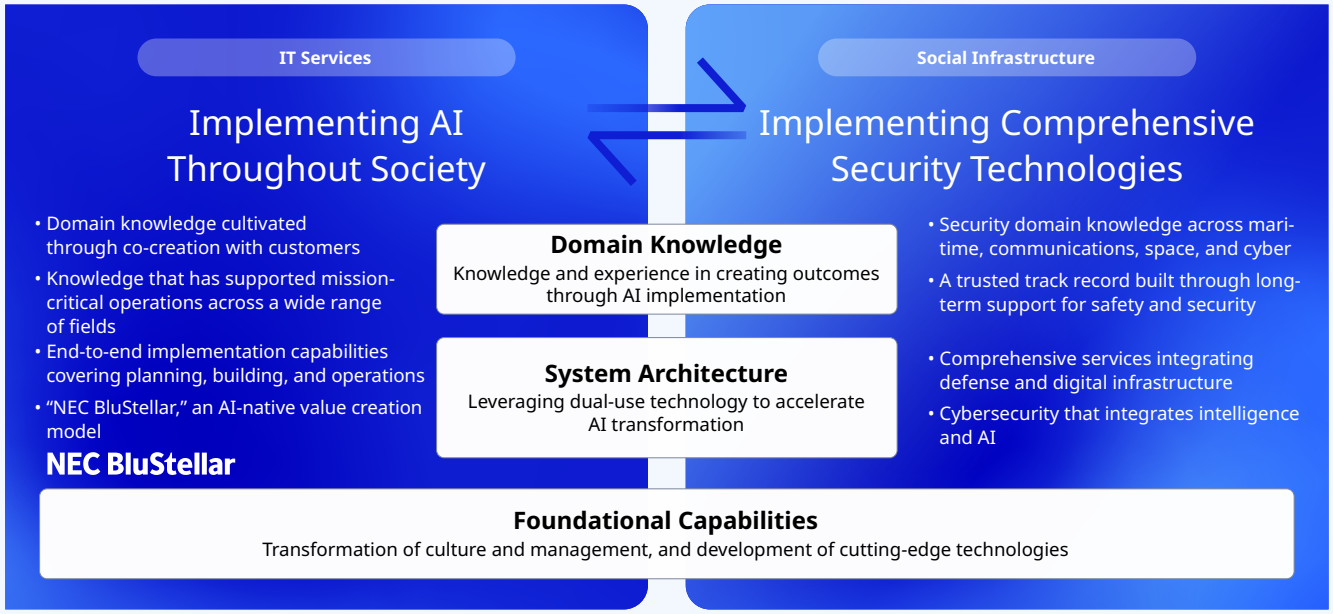
NEC's Strategies and Targets

NEC combines the implementation of AI throughout society (IT Services) with the implementation of comprehensive security technologies (Social Infrastructure). Through these capabilities, the Company will create a mutually reinforcing cycle that drives growth.

For more than 120 years, NEC has supported the social and business infrastructure on which society depends. The trust it has built, together with its domain knowledge and end-to-end implementation capabilities, represents its greatest competitive advantage in implementing AI throughout society. In the security domain, NEC will continue to play a role in protecting Japan's infrastructure and contribute to global safety and security by leveraging the trust and track record it has established across a broad range of security-related fields, including submarine cables, communications, space, and cyber. The cutting-edge cybersecurity technologies and mission-critical system development technologies and expertise cultivated across these two business domains can also be applied across both fields, creating synergies that further strengthen the competitiveness of NEC.

NEC will also continue to advance the transformation of its culture and management foundation. In addition to fostering a corporate culture that empowers strong individuals and organizations capable of continuous change, the Company will further evolve Group management through appropriate delegation of authority, and will enhance and strengthen headquarters functions. Through these efforts, we will accelerate our transformation into an AI-native company.

By executing these strategies, NEC aims to achieve sustained profit growth and has set becoming a global top-tier company as its long-term management objective. As a key milestone toward achieving this goal, Mid-term Management Plan 2030 targets a non-GAAP operating profit margin of 15% or more on a pro forma basis, resulting in a doubling of non-GAAP operating profit compared with fiscal 2026. As a non-financial target, NEC aims to achieve an engagement score at the top quartile level globally (global top tier), and will continue its efforts toward achieving that goal.



Fiscal 2031 Mid-term Management Goals

Financial Goals[1] (Pro forma basis)	Non-GAAP operating profit margin	Non-GAAP operating profit	Non-GAAP EPS growth (CAGR)
	15%+	**2x** (compared with fiscal 2026)	**15%+**

Non-financial Goals	Engagement score
	Top quartile[2] (Global top tier)

Long-term Management Goals

Non-GAAP operating profit growth (CAGR)	Non-GAAP EPS growth (CAGR)	Global expansion (overseas profit ratio)
15%	**15%+**	**50%**

Market capitalization	Engagement
Global top tier	**Global top tier**

1 Sales CAGR 3%+ ÷ Gross profit margin 3%+ improvement ÷ SG&A 3% improvement
2 Transitioning to Qualtrics survey from fiscal 2027