

# Opening Remarks

November 13, 2025

Corporate Executive Vice President and CFO (Representative Executive Officer)

Osamu Fujikawa

# Key Metrics

## FY26/3 forecasts revised to reflect recent performance

(Billions of Yen)	FY22/3 Actual	FY23/3 Actual	FY24/3 Actual	FY25/3 Actual	FY26/3 Forecast	vs. 4/28
<b>Revenue</b>	<b>3,014.1</b>	<b>3,313.0</b>	<b>3,477.3</b>	<b>3,423.4</b>	<b>3,420.0</b>	<b>+60.0</b>
<b>Adjusted Operating Profit</b>	<b>171.0</b>	<b>205.5</b>	<b>223.6</b>	<b>287.2</b>	<b>330.0</b>	<b>+20.0</b>
% of revenue	5.7%	6.2%	6.4%	8.4%	9.6%	+0.4%
<b>Non-GAAP Operating Profit</b>	<b>160.3</b>	<b>197.0</b>	<b>227.6</b>	<b>311.3</b>	<b>340.0</b>	<b>+20.0</b>
% of revenue	5.3%	5.9%	6.5%	9.1%	9.9%	+0.4%
<b>Non-GAAP Net Profit</b>	<b>159.5</b>	<b>132.8</b>	<b>177.8</b>	<b>225.7</b>	<b>245.0</b>	<b>+15.0</b>
% of revenue	5.3%	4.0%	5.1%	6.6%	7.2%	+0.4%
<b>EBITDA<sup>*1</sup></b>	<b>304.0</b>	<b>347.8</b>	<b>379.5</b>	<b>441.6</b>	<b>465.0</b>	<b>+20.0</b>
% of revenue	10.1%	10.5%	10.9%	12.9%	13.6%	+0.4%
<b>ROIC<sup>*2</sup></b>	<b>3.9%</b>	<b>4.7%</b>	<b>5.0%</b>	<b>6.6%</b>	<b>7.8%</b>	<b>+0.5%</b>

\*1 EBITDA = Gross Profit – SG&A expenses + Depreciation and amortization

\*2 ROIC = (Unadjusted operating income – Deemed corporate tax [30.5%]) ÷ (Term-end interest-bearing debt + Term-end net assets [including minority interest])

# Financial Forecast (By Segment)

Forecasts for IT Services revised upward due to steady progress

(Billions of Yen)		FY24/3 Actual	FY25/3 Actual	FY26/3 Forecast
IT Services	Revenue	2,267.8	2,459.8	2,400.0
	Adjusted OP	185.7	251.8	321.0
	% of Revenue	8.2%	10.2%	13.4%
Social Infrastructure	Revenue	812.8	832.1	885.0
	Adjusted OP	32.9	60.5	69.0
	% of Revenue	4.0%	7.3%	7.8%
Other	Revenue	396.7	131.5	135.0
	Adjusted OP	23.9	-3.0	-8.0
	% of Revenue	6.0%	-2.3%	-5.9%
Adjustments	Adjusted OP	-18.9	-22.1	-52.0
Total	Revenue	3,477.3	3,423.4	3,420.0
	Adjusted OP	223.6	287.2	330.0
	% of Revenue	6.4%	8.4%	9.6%

# NEC IR Day 2025

TIME	PROGRAM	SPEAKER
9:00 - 9:05	Opening Remarks	<ul style="list-style-type: none"> <li>Corporate Executive Vice President and CFO (Representative Executive Officer) Member of the Board</li> </ul> Osamu Fujikawa
9:10 - 10:25	BluStellar	<ul style="list-style-type: none"> <li>Corporate Senior Executive Vice President and CDO (Executive Officer)</li> <li>Corporate Executive Vice President (Executive Officer) President of Digital Platform Services Business Unit</li> <li>President and CEO, ABeam Consulting Ltd.</li> </ul> Toshifumi Yoshizaki  Norihiko Kimura  Takahiro Yamada
10:35 - 11:35	National Security	<ul style="list-style-type: none"> <li>Corporate Senior Executive Vice President and Co-COO (Executive Officer)</li> <li>Corporate Executive Vice President (Executive Officer) - President of Aerospace and National Security Business Unit</li> </ul> Masakazu Yamashina  Hiroyuki Nagano

# NEC Innovation Day 2025

**Advanced technology development and expansion of new business domains that drive NEC's growth**

Date and Time

**Wednesday, Dec. 3rd**

**For  
IR**

Reception 9:00-  
Presentation 9:30-10:20  
Demo tour 10:30-

**For  
PR/AR**

Reception 10:00-  
Presentation 10:30-11:30  
Demo tour 11:40-

Location

**NEC Tamagawa Renaissance City, Hall Building**

1753 Shimonumabe, Nakahara, Kawasaki, Kanagawa



Corporate Executive Vice President  
and CTO

**Motoo Nishihara**



Corporate Senior Vice President  
Managing Director  
AI Technology Service Business Division

**Akio Yamada**

# NEC

\Orchestrating a brighter world

# Cautionary Statement with Respect to Forward-Looking Statements

This material contains forward-looking statements regarding estimations, forecasts, targets and plans in relation to the results of operations, financial conditions and other overall management of the NEC Group (the "forward-looking statements"). The forward-looking statements are made based on information currently available to the Company and certain assumptions considered reasonable as of the date of this material. These determinations and assumptions are inherently subjective and uncertain. These forward-looking statements are not guarantees of future performance, and actual operating results may differ substantially due to a number of factors.

The factors that may influence the operating results include, but are not limited to, the following:

- occurrence of quality and safety problems concerning products and services;
- risks related to cybersecurity;
- difficulty attracting, hiring and retaining skilled personnel;
- failure to appropriately respond to human rights issues in the value chain, including employees;
- occurrence of serious misconduct such as bribery, fraudulent accounting, and violations of personal data protection laws and regulations;
- impact of climate change, natural disasters, and environmental issues;
- adverse changes in foreign currency exchange rates or interest rates, and other economic conditions;
- difficulty achieving acquisitions and business alliances;
- political and social environment in countries and regions in which the NEC Group operates;
- impact of technological innovation and risks related to Intellectual Property Rights;
- natural disasters, pandemics and other hazard risks; and
- occurrence of compliance issues related to violations of competition laws and export control laws.

The forward-looking statements contained in this material are based on information that the Company possesses as of the date hereof. New risks and uncertainties come up from time to time, and it is impossible for the Company to predict these events or how they may affect the NEC Group. The Company does not intend to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.