

# IT Services

June 1, 2026

Corporate Senior Executive Vice President and COO (Executive Officer) - [IT Services Business]

Osamu Fujikawa

Corporate Executive Vice President (Executive Officer) - [NEC BluStellar Promotion]

Norihiko Kimura

Corporate Executive Vice President and CAIO (Chief AI Officer) (Executive Officer)

Akio Yamada

# IT Services segment: 2030MTP target

(Billions of Yen)

		FY26/3 Results	FY31/3 Target
Domestic IT	Revenue	2,175.5	CAGR +4-6%
	Non-GAAP OP	302.2	
	% of revenue	13.9%	Around 20%
International (DGDF)*	Revenue	333.5	CAGR +3-5%
	Non-GAAP OP	33.7	
	% of revenue	10.1%	Middle teens
IT Services	Revenue	2,508.9	CAGR +3-5%
	Non-GAAP OP	335.8	
	% of revenue	13.4%	Around 20%



IT Services for Telecom Carriers (Domestic and Overseas)	Revenue	approx. 230.0	CAGR +3-5%
	Non-GAAP OP	approx. 34.0	
	% of revenue	15%	Around 20%



## BluStellar Update Summary

- | **Commitment to transforming into an AI-native company**
- | **Provision of all AX and AI Platform Services from BluStellar**
- | **Strengthening AX personnel and alliances while shifting from DX personnel**



**2030 target revised upward**

**Revenue: 1.3 Trillion yen · Non-GAAP OP Margin: 25%**

# 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.