

# Social Infrastructure

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Corporate Executive Vice President and COO (Executive Officer) [Social Infrastructure Business]

Hiroyuki Nagano

Corporate Senior Vice President - Managing Director, Network Solutions Business Division

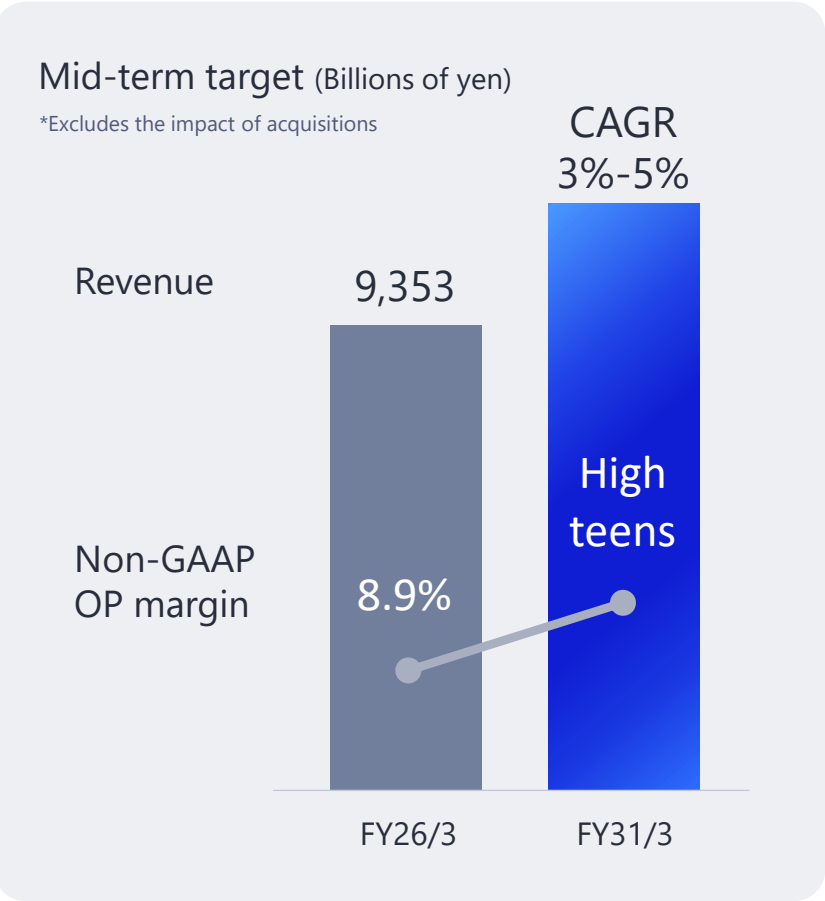
Takashi Sato

Corporate Senior Vice President - Managing Director, Submarine Network Division

Tomonori Uematsu

# Mid-term Management Plan 2030 (Social Infrastructure Business)

Expanding opportunities in economic security, including digital infrastructure and cybersecurity.  
Leveraging deep domain expertise to accelerate deployment and drive 3–5% CAGR



\*Excerpt from the Mid-Term Management Plan 2030

Social Infrastructure			FY26/3 Results	FY31/3 Goals
(Billions of yen)				
	Telecom Services	Revenue	3,905	CAGR 3-5%
		Non-GAAP Operating Income margin	7.4%	In the upper teens
	ANS	Revenue	5,448	CAGR 4-6%
		Non-GAAP Operating Income margin	10.0%	In the upper teens
	Social Infrastructure	Revenue	9,353	CAGR 3-5%
		Non-GAAP Operating Income margin	8.9%	In the upper teens

\*Excludes the impact of acquisitions

\*Excerpt from the Mid-Term Management Plan 2030

**\*Integrated the network solutions businesses of Telecom Services and ANS under the FY2026 segment reorganization**

# The Strategic Pillars to Achieve Our 2030 Vision

### Defense Business

- As a leading company in the defense ICT domain, NEC will steadily expand its business in priority areas such as cross-domain operational capabilities, command and control, and intelligence-related functions
- Pursuing global expansion through equipment transfers and expanded sales of dual-use products in line with government policy
- Strengthening competitiveness through global technology sourcing and acquisitions
- Enhancing production capacity while improving efficiency

### Digital Infrastructure (Submarine/Communication Infrastructure/Aerospace)

- Communications ————— Secure communications are increasingly important for economic security
  - Submarine ————— The market is expanding rapidly. With geographic advantages and a strong track record, we are targeting a 35% market share
  - Communications ————— Focusing on fixed networks\* and software domains Infrastructure
- Aerospace ————— Expanding sales in overseas markets with growing demand, including Southeast Asia, in addition to the domestic market. From a medium- to long-term perspective, we are also exploring the commercialization of satellite constellation businesses

\*Fixed networks: fixed-line telephony and optical transmission systems

### Cybersecurity (ACD/CyIOC)

- Developing “CyIOC” which combines proprietary intelligence with AI technology, while strengthening our overseas presence
- Pursuing new market opportunities under the ACD Act\* by leveraging CyIOC and “Client Zero” as differentiators

\*ACD Act: The Act on the Enhancement of Cyber Response Capabilities and Related Implementation Acts

**Focus areas  
for today**

\*Excerpt from the Mid-Term Management Plan 2030

## The Strategic Pillars to Achieve Our 2030 Vision : Defense Business

# Promoting the overseas transfer of defense equipment and the global expansion of dual-use technologies, aligned with government policy

### Overseas transfer aligned with government policy

Orders received : FY19/3



Transducers for Aegis-equipped destroyers

Orders received : FY26/4

Equipment installed on the next-generation general-purpose frigates for the Australian Navy

Currently making proposal

Integrated communications antenna "UNICORN" for the Indian Navy

Source: [JMSDF website](https://www.jmsdf.go.jp/en/about/press/2022/2022042201.htm)

### Major contract award for Australia

Contract value	<b>AUD 277 million</b>
Description	<b>Provision of nine types of defense equipment, such as sonar and communications equipment, for three naval vessels</b>
Period of performance	<b>Apr. 2026 – Dec. 2033</b>

\*2026/4/18 Scene from the contract signing ceremony  
(From left) The Hon. Richard Marles MP, Deputy Prime Minister and Minister for Defense of Australia;  
Hiroyuki Nagano, Executive Officer, Corporate EVP and COO, NEC;  
H.E. Shinjiro Koizumi, Minister of Defense of Japan

## The Strategic Pillars to Achieve Our 2030 Vision : Submarine Network Business

NEC aims for a 35% market share by leveraging Japan's geographic advantages and NEC's strengths in high-capacity communications

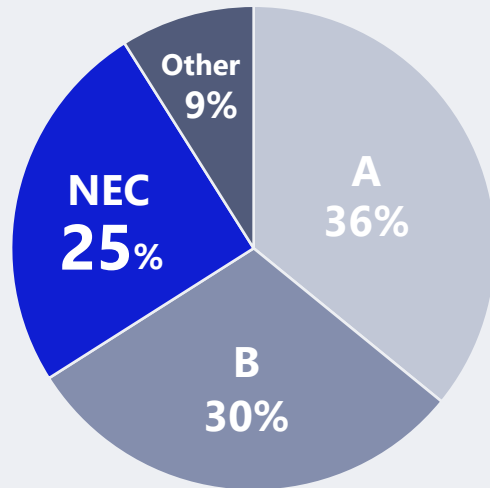
Signed two major contracts in the Asia-Pacific region in 2025

### Expanding Our Revenue Share

- Rising demand for submarine cables
- Multi-core fiber enabling high-capacity transmission
- Proven deployment track record across the Asia-Pacific

Market share of submarine cables  
FY11-FY24

2030 Target



► **35%**

\*Market share of submarine cables according to NEC research

### Major contracts in the Asia-Pacific region

#### Candle

Japan-Singapore

**8,000km**  
submarine cable system

**First in Asia**  
24-fiber pair cable

#### AUG East

Japan-Singapore

**8,900km**  
submarine cable system

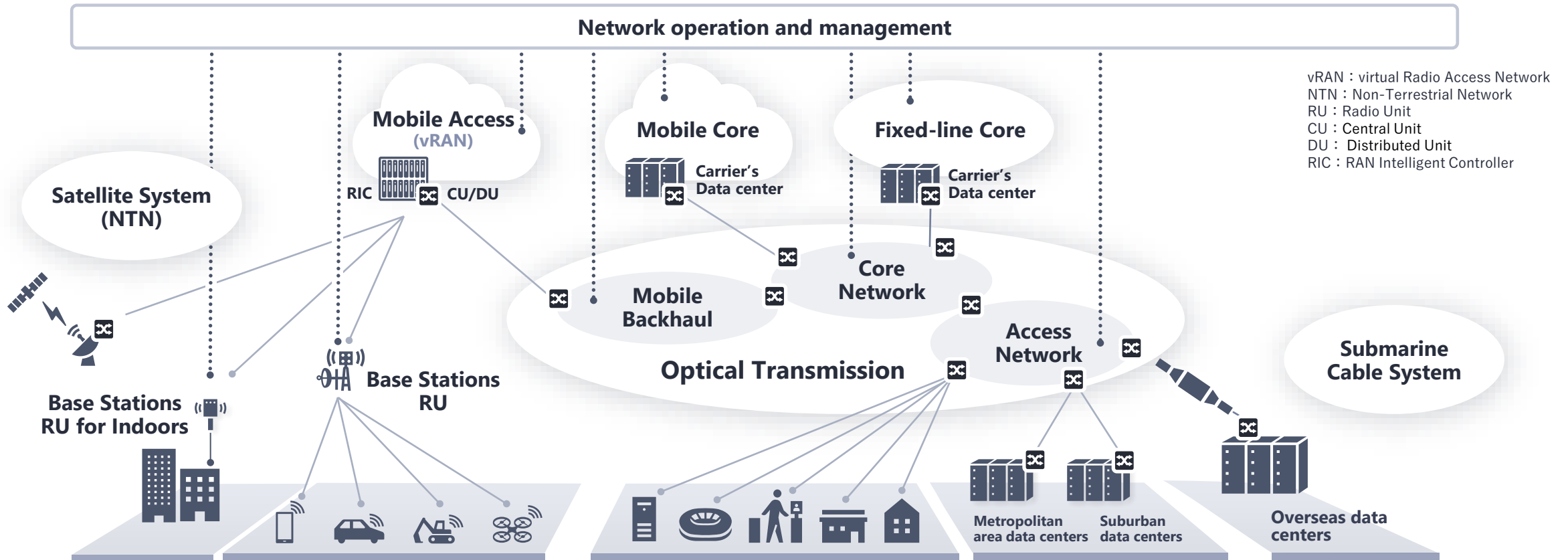
Designed using the latest  
submarine fiber optic technologies



# The Strategic Pillars to Achieve Our 2030 Vision : Network Infrastructure Business

Focusing on software to meet evolving needs in the 6G and AI-native era Scaling Japan-origin, high-quality, highly reliable communications and operational expertise globally

## Trusted Connectivity Empowering an AI Native Society



## Growth Strategy : Mid-term Management Plan 2030 and Beyond

**Rapidly deploying tech to drive first-mover advantages and sustainable growth**

**Leveraging VC investments to capitalize on emerging market trends and secure innovative global tech**

### Strengthening Sustainable Competitive Advantage

#### Driving synergies with core businesses

- Strengthening differentiation and proposal capabilities
- Accelerating time-to-market

#### Driving growth and profit generation in core businesses

- Expanding revenue and profits
- Attracting and retaining talent

### Make/Technology Implementation

Domain expertise in Aerospace and Defense

### Securing Leading-Edge Global Technology



Investing capital in venture funds

Geodesic | Seraphim



#### Joining the ecosystem

- Access to Silicon Valley & other key hubs
- Engaging with local ecosystems



#### Early access to Promising tech & deals

- Early connection with promising startups
- Early insights into tech, market, & policy trends



#### Investing in startups & building business alliances

- Buy/Alliance of startup tech & products

### Buy/Alliance

Early acquisition of tech & products

# FY2026 Social Infrastructure Related Divisions Organizational Structure

Driving sustainable growth through organizational transformation, powered by NEC's Defense and Digital Infrastructure expertise to support national security

## Social Infrastructure Business

Corporate EVP and COO

**Hiroyuki Nagano**



**Social Infrastructure Business  
Operation Division**

Corporate SVP

**Koichi Fujii**

**Social Infrastructure Business  
Solutions Division**

**Hiroki Murata**

**Network Solutions  
Business Division**

Corporate SVP

**Takashi Sato**

**Submarine Network  
Division**

Corporate SVP

**Tomonori Uematsu**

**Aerospace Business  
Division**

Corporate SVP

**Koichi Fujii**

**National Security  
Business Division**

Corporate SVP

**Naoya Hariguchi**

**Defense Products  
Business Division**

Corporate SVP

**Kentaro Iio**

**Cyber Defense  
Business Division**

Corporate Executive

**Toshiyuki Ishii**



# 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.

# NEC

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