

Consolidated Financial Results for the Nine-month Period Ended December 31, 2025 [IFRS]

January 29, 2026

Listing: Tokyo Stock Exchange

Company name NEC Corporation

Securities code 6701 URL <https://www.nec.com/>

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Scheduled date of dividend payments —

Supplementary materials for financial results Yes

Financial results briefing Yes (for institutional investors and analysts)

(Million JPY, rounded to the nearest million JPY)

1. Consolidated Financial Results for the Nine-month Period Ended December 31, 2025 (April 1, 2025 – December 31, 2025)

(1) Consolidated Operating Results

(Percentage indicate year-on-year changes.)

	Revenue		Operating profit		Profit before income taxes		Net profit		Net profit attributable to owners of the parent		Total comprehensive income	
	JPY (millions)	%	JPY (millions)	%	JPY (millions)	%	JPY (millions)	%	JPY (millions)	%	JPY (millions)	%
Nine-month period ended December 31, 2025	2,422,317	4.3	185,161	46.8	216,771	89.6	144,015	89.2	142,278	98.8	248,497	123.4
December 31, 2024	2,321,809	(3.0)	126,166	80.7	114,329	67.8	76,129	78.1	71,554	110.2	111,237	(9.9)

	Adjusted operating profit		Non-GAAP operating profit		Non-GAAP profit attributable to owners of the parent		Basic earnings per share	Diluted earnings per share	Non-GAAP earnings per share
	JPY (millions)	%	JPY (millions)	%	JPY (millions)	%	JPY	JPY	JPY
Nine-month period ended December 31, 2025	206,017	37.1	209,871	29.3	143,000	31.9	106.74	106.74	107.29
December 31, 2024	150,245	54.9	162,335	63.3	108,378	98.3	53.70	53.70	81.34

Note: NEC Corporation ("the Company") conducted a share split at a ratio of five (5) shares for one (1) share of its common share, effective April 1, 2025. Basic earnings per share, diluted earnings per share, and Non-GAAP earnings per share have been calculated assuming that the share split had occurred at the beginning of the previous fiscal year.

(2) Consolidated Financial Position

	Total assets	Total equity	Equity attributable to owners of the parent	Ratio of equity attributable to owners of the parent to total assets
	JPY (millions)	JPY (millions)	JPY (millions)	%
As of December 31, 2025	4,107,316	2,151,478	2,066,464	50.3
March 31, 2025	4,315,368	2,071,511	1,952,018	45.2

2. Dividends

	Annual dividends				
	End of first quarter	End of second quarter	End of third quarter	Fiscal year-end	Total
	JPY	JPY	JPY	JPY	JPY
Years ended March 31, 2025	—	70.00	—	70.00	140.00
March 31, 2026	—	16.00	—	—	—
March 31, 2026 (forecast)	—	—	—	16.00	32.00

Notes:

- Revision in the dividends forecast from latest announcement: None
- The Company conducted a share split at a ratio of five (5) shares for one (1) share of its common share, effective April 1, 2025. The dividends for the fiscal year ended March 31, 2025 are stated at the actual amounts prior to the share split.

3. Consolidated Financial Results Forecast for the Year Ending March 31, 2026 (April 1, 2025 – March 31, 2026)

(Percentage indicate year-on-year changes.)

	Revenue		Adjusted operating profit		Non-GAAP operating profit		Non-GAAP profit attributable to owners of the parent		Non-GAAP earnings per share
	JPY (millions)	%	JPY (millions)	%	JPY (millions)	%	JPY (millions)	%	JPY
Year ending March 31, 2026	3,560,000	4.0	340,000	18.4	360,000	15.6	260,000	15.2	195.03

*Note-Revision in the consolidated financial results forecast from latest announcement: Yes

*Notes

(1) Significant changes in consolidation scope during the period: None

Newly included : None

Excluded : None

(2) Changes in accounting policies and changes in accounting estimates

1) Changes in accounting policies required by IFRS : None

2) Changes in accounting policies other than 1) : None

3) Changes in accounting estimates : None

(3) Number of shares outstanding (common stock)

1) Number of shares outstanding at the end of period (including treasury stock)	December 31, 2025	1,364,249,315 shares	March 31, 2025	1,364,249,315 shares
2) Number of treasury stock at the end of period	December 31, 2025	31,103,820 shares	March 31, 2025	31,549,847 shares
3) Average number of shares during the period	December 31, 2025	1,332,880,319 shares	December 31, 2024	1,332,382,744 shares

Note: The Company conducted a share split at a ratio of five (5) shares for one (1) share of its common share, effective April 1, 2025. Number of shares outstanding at the end of period (including treasury stock), number of treasury stock at the end of period, and average number of shares during the period have been calculated assuming that the share split had occurred at the beginning of the previous fiscal year.

*Review of the attached quarterly consolidated financial statements by certified public accountants or an audit firm: None.

*Explanation concerning the appropriate use of the financial results forecast and other special matters

(Adjusted operating profit)

“Adjusted operating profit” is measured by deducting amortization of intangible assets recognized as a result of M&A and expenses for acquisition of companies (financial advisory fees and other fees) from operating profit.

(Non-GAAP profit)

“Non-GAAP operating profit” is 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. Also, “Non-GAAP net profit attributable to owners of the parent” is an indicator for measuring underlying profitability attributable to owners of the parent. It is measured by deducting adjustment items of profit before income taxes and corresponding amounts of tax and non-controlling interests from net profit attributable to owners of the parent.

(Cautionary statement with respect to forward-looking statements)

The forward-looking statements such as operating results forecast contained in this statements summary are based on the information currently available to NEC Corporation (“the Company”) and certain assumptions considered reasonable. Actual operating results may differ significantly from these forecasts due to various factors. For details, please refer to “3. Cautionary Statement with Respect to Forward-Looking Statements” on page 13.

(How to obtain supplementary financial materials and information on the financial results briefing)

On January 29, 2026, the Company will hold a financial results briefing for the institutional investors and analysts. Presentation materials will be posted in advance on TDnet and the company website, and the presentation video and Q&A summary will be also posted on the company website promptly after the financial results briefing.

In addition to the above, the Company periodically holds briefings on business and operating results for the individual investors. Presentation materials and Q&A summary will be posted on the company website promptly after the briefing. For the schedule and details, please check the company website.

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1. Overview of Business Results

The information regarding overview of business results can be found in “Financial Results for Q3 Fiscal Year Ending March 31, 2026”, which is disclosed today on TDnet and the company website.

2. Condensed Interim Consolidated Financial Statements and Notes to Condensed Interim Consolidated Financial Statements

(1) Condensed Interim Consolidated Statements of Financial Position

JPY (millions)

	Notes	As of March 31, 2025	As of December 31, 2025
Assets			
Current assets			
Cash and cash equivalents		584,615	441,337
Trade and other receivables		878,434	531,557
Contract assets		374,511	617,475
Inventories		184,779	273,071
Other financial assets		9,830	18,190
Other current assets		181,883	215,715
Subtotal		2,214,052	2,097,345
Assets held for sale		10,942	—
Total current assets		2,224,994	2,097,345
Non-current assets			
Property, plant and equipment, net		580,165	591,197
Goodwill		393,881	446,326
Intangible assets, net		351,904	367,815
Investments accounted for using the equity method		107,242	46,547
Other financial assets		221,133	227,109
Deferred tax assets		177,216	202,927
Other non-current assets		258,833	128,050
Total non-current assets		2,090,374	2,009,971
Total assets		4,315,368	4,107,316

Condensed Interim Consolidated Statements of Financial Position (Continued)

JPY (millions)

	Notes	As of March 31, 2025	As of December 31, 2025
Liabilities and equity			
Liabilities			
Current liabilities			
Trade and other payables		492,833	403,368
Contract liabilities		405,778	421,773
Bonds and borrowings		233,886	65,269
Accruals		249,989	205,875
Lease liabilities		52,519	53,071
Other financial liabilities		15,787	10,860
Accrued income taxes		59,180	62,568
Provisions		42,415	41,509
Other current liabilities		74,500	57,605
Subtotal		1,626,887	1,321,898
Liabilities directly associated with assets held for sale		6,529	—
Total current liabilities		1,633,416	1,321,898
Non-current liabilities			
Bonds and borrowings		255,842	272,103
Lease liabilities		124,112	122,931
Other financial liabilities		22,168	24,035
Net defined benefit liabilities		137,916	131,587
Provisions		26,142	34,418
Other non-current liabilities		44,261	48,866
Total non-current liabilities		610,441	633,940
Total liabilities		2,243,857	1,955,838
Equity			
Share capital		427,831	427,831
Share premium		46,704	—
Retained earnings		1,023,945	1,088,991
Treasury shares		(30,725)	(30,283)
Other components of equity		484,263	579,925
Total equity attributable to owners of the parent		1,952,018	2,066,464
Non-controlling interests		119,493	85,014
Total equity		2,071,511	2,151,478
Total liabilities and equity		4,315,368	4,107,316

(2) Condensed Interim Consolidated Statements of Profit or Loss and Comprehensive Income

Condensed Interim Consolidated Statements of Profit or Loss

JPY (millions)

Nine-month period ended December 31	Notes	2024	2025
Revenue	2	2,321,809	2,422,317
Cost of sales		1,619,926	1,660,427
Gross profit		701,883	761,890
Selling, general and administrative expenses		566,613	574,921
Other operating income (expenses)		(9,104)	(1,808)
Operating profit	2	126,166	185,161
Finance income	2,3	9,396	39,251
Finance costs	2	9,796	9,459
Share of profit (loss) of entities accounted for using the equity method	2,4	(11,437)	1,818
Profit before income taxes	2	114,329	216,771
Income taxes		38,200	72,756
Net profit		76,129	144,015
Net profit attributable to			
Owners of the parent		71,554	142,278
Non-controlling interests		4,575	1,737
Total		76,129	144,015
Earnings per share attributable to owners of the parent			
Basic earnings per share (JPY)		53.70	106.74
Diluted earnings per share (JPY)		53.70	106.74

Note: The Company conducted a share split at a ratio of five (5) shares for one (1) share of its common share, effective April 1, 2025. Basic earnings per share and diluted earnings per share have been calculated assuming that the share split had occurred at the beginning of the previous fiscal year.

Condensed Interim Consolidated Statements of Comprehensive Income

JPY (millions)

Nine-month period ended December 31	Notes	2024	2025
Net profit		76,129	144,015
Other comprehensive income, net of tax			
Items that will not be reclassified to profit or loss			
Equity instruments designated as measured at fair value through other comprehensive income		3,010	6,892
Remeasurements of defined benefit plans		3,248	2
Share of other comprehensive income of entities accounted for using the equity method		(205)	526
Total items that will not be reclassified to profit or loss		6,053	7,420
Items that may be reclassified subsequently to profit or loss			
Exchange differences on translating foreign operations		30,510	92,519
Cash flow hedges		(376)	4,626
Share of other comprehensive income of entities accounted for using the equity method		(1,079)	(83)
Total items that may be reclassified subsequently to profit or loss		29,055	97,062
Total other comprehensive income, net of tax		35,108	104,482
Total comprehensive income		111,237	248,497
Total comprehensive income attributable to			
Owners of the parent		104,258	236,950
Non-controlling interests		6,979	11,547
Total		111,237	248,497

(3) Condensed Interim Consolidated Statements of Changes in Equity

(Nine-month period ended December 31, 2024)

JPY (millions)

Notes	Equity attributable to owners of the parent						Non-controlling interests	Total equity
	Share capital	Share premium	Retained earnings	Treasury shares	Other components of equity	Total		
As of April 1, 2024	427,831	167,451	883,453	(31,097)	467,975	1,915,613	173,910	2,089,523
Net profit	—	—	71,554	—	—	71,554	4,575	76,129
Other comprehensive income	—	—	—	—	32,704	32,704	2,404	35,108
Comprehensive income	—	—	71,554	—	32,704	104,258	6,979	111,237
Purchase of treasury shares	—	—	—	(75)	—	(75)	—	(75)
Disposal of treasury shares	—	10	—	470	—	480	—	480
Share-based payment transactions	—	291	—	—	—	291	—	291
Cash dividends	—	—	(34,691)	—	—	(34,691)	(7,011)	(41,702)
Changes in interests in subsidiaries	—	126	—	—	—	126	(710)	(584)
Total transactions with owners	—	427	(34,691)	395	—	(33,869)	(7,721)	(41,590)
As of December 31, 2024	427,831	167,878	920,316	(30,702)	500,679	1,986,002	173,168	2,159,170

(Nine-month period ended December 31, 2025)

JPY (millions)

Notes	Equity attributable to owners of the parent						Non-controlling interests	Total equity
	Share capital	Share premium	Retained earnings	Treasury shares	Other components of equity	Total		
As of April 1, 2025	427,831	46,704	1,023,945	(30,725)	484,263	1,952,018	119,493	2,071,511
Net profit	—	—	142,278	—	—	142,278	1,737	144,015
Other comprehensive income	—	—	—	—	94,672	94,672	9,810	104,482
Comprehensive income	—	—	142,278	—	94,672	236,950	11,547	248,497
Purchase of treasury shares	—	—	—	(28)	—	(28)	—	(28)
Disposal of treasury shares	—	27	—	470	—	497	—	497
Share-based payment transactions	—	692	—	—	—	692	—	692
Cash dividends	—	—	(40,048)	—	—	(40,048)	(1,674)	(41,722)
Transfer of negative balance of other capital surplus	—	37,184	(37,184)	—	—	—	—	—
Changes in interests in subsidiaries	—	(84,607)	—	—	990	(83,617)	(44,352)	(127,969)
Total transactions with owners	—	(46,704)	(77,232)	442	990	(122,504)	(46,026)	(168,530)
As of December 31, 2025	427,831	—	1,088,991	(30,283)	579,925	2,066,464	85,014	2,151,478

(4) Condensed Interim Consolidated Statements of Cash Flows

JPY (millions)

Nine-month period ended December 31	Notes	2024	2025
Cash flows from operating activities			
Profit before income taxes		114,329	216,771
Depreciation and amortization		119,196	117,710
Impairment loss		2,210	2,161
Increase (decrease) in provisions		(30,542)	(884)
Finance income	2,3	(9,396)	(39,251)
Finance costs	2	9,796	9,459
Share of profit (loss) of entities accounted for using the equity method	2,4	11,437	(1,818)
(Increase) decrease in trade and other receivables		266,819	357,585
(Increase) decrease in inventories		(57,544)	(87,372)
Increase (decrease) in trade and other payables		(74,310)	(70,065)
Increase or decrease in net defined benefit liabilities or net defined benefit assets		(19,506)	133,222
Others, net		(236,359)	(377,242)
Subtotal		96,130	260,276
Interest received		3,811	4,115
Dividends received		3,013	3,177
Interest paid		(6,665)	(6,582)
Income taxes paid		(44,493)	(94,778)
Net cash provided by (used in) operating activities		51,796	166,208
Cash flows from investing activities			
Purchases of property, plant and equipment		(49,816)	(54,960)
Proceeds from sales of property, plant and equipment		7,048	5,298
Acquisitions of intangible assets		(17,847)	(15,420)
Purchase of equity instruments designated as measured at fair value through other comprehensive income		(5,781)	(1,050)
Proceeds from sales of equity instruments designated as measured at fair value through other comprehensive income		2,748	14,148
Purchase of shares of newly consolidated subsidiaries		(878)	(4,422)
Proceeds from sales of shares of subsidiaries		—	13,821
Disbursement for sales of shares of subsidiaries		(490)	—
Purchases of investments in associates or joint ventures		(5,440)	(683)
Proceeds from sales of investments in associates or joint ventures		15,874	82,937
Others, net		1,194	(4,031)
Net cash provided by (used in) investing activities		(53,388)	35,638

Condensed Interim Consolidated Statements of Cash Flows (Continued)

			JPY (millions)
Nine-month period ended December 31	Notes	2024	2025
Cash flows from financing activities			
Net increase (decrease) in short-term borrowings		106,101	(138,517)
Proceeds from long-term borrowings		1,675	27,429
Repayments of long-term borrowings		(30,293)	(47,633)
Proceeds from issuance of bonds		30,000	30,000
Redemption of bonds		(25,000)	(25,000)
Payments of lease liabilities		(42,068)	(41,136)
Payments for acquisition of interests in subsidiaries from non-controlling interests		—	(127,630)
Dividends paid		(34,598)	(39,964)
Dividends paid to non-controlling interests		(7,005)	(1,685)
Others, net		194	825
Net cash provided by (used in) financing activities		(994)	(363,311)
Effect of exchange rate changes on cash and cash equivalents		7,001	18,187
Net increase (decrease) in cash and cash equivalents		4,415	(143,278)
Cash and cash equivalents, at the beginning of period		476,490	584,615
Cash and cash equivalents, at the end of period		480,905	441,337

(5) Notes to Condensed Interim Consolidated Financial Statements

1. Going Concern Assumptions

Not applicable.

2. Segment Information

(1) Information about revenue, profit or loss by reportable segments
(Nine-month period ended December 31, 2024)

JPY (millions)

	Reportable Segments			Others	Reconciling Items (Note 2)	Consolidated Total
	IT Services	Social Infrastructure	Total			
Revenue						
External customers	1,666,748	564,742	2,231,490	90,319	—	2,321,809
Intersegment	1,058	2,456	3,514	5,277	(8,791)	—
Total	1,667,806	567,198	2,235,004	95,596	(8,791)	2,321,809
Segment profit (loss)	118,907	39,341	158,248	(88)	(7,915)	150,245
Acquisition-related amortization of intangible assets						(24,078)
Expenses for M&A						(1)
Operating profit						126,166
Finance income						9,396
Finance costs						(9,796)
Share of loss of entities accounted for using the equity method						(11,437)
Profit before income taxes						114,329

(Nine-month period ended December 31, 2025)

JPY (millions)

	Reportable Segments			Others	Reconciling Items (Note 2)	Consolidated Total
	IT Services	Social Infrastructure	Total			
Revenue						
External customers	1,711,692	618,238	2,329,930	92,387	—	2,422,317
Intersegment	1,306	2,089	3,395	6,025	(9,420)	—
Total	1,712,998	620,327	2,333,325	98,412	(9,420)	2,422,317
Segment profit (loss)	195,675	27,871	223,546	(4,312)	(13,217)	206,017
Acquisition-related amortization of intangible assets						(18,932)
Expenses for M&A						(1,924)
Operating profit						185,161
Finance income						39,251
Finance costs						(9,459)
Share of profit of entities accounted for using the equity method						1,818
Profit before income taxes						216,771

Notes:

1. Segment profit (loss) is measured by deducting amortization of intangible assets recognized as a result of M&A and expenses for acquisition of companies (financial advisory fees and other fees) from operating profit (loss).
2. "Reconciling Items" in segment profit (loss) includes amounts not allocated to each reportable segment that consist principally of corporate expenses of 5,759 million JPY and 15,450 million JPY for the nine-month period ended December 31, 2024 and 2025, respectively. Corporate expenses are mainly research and development expenses for advanced technology.

(2) Information about revising segments

From the nine-month period ended December 31, 2025, the Company has revised its reporting segments in accordance with the organizational restructuring implemented on April 1, 2025. The main change is the reclassification of NEC Networks & System Integration Corporation (“NESIC”), which was previously included in the “Social Infrastructure Business” segment, into the “IT Services Business” segment. This change was made due to the conversion of NESIC into a wholly-owned subsidiary and a group business reorganization targeting municipalities and SMEs (small and medium-sized enterprises), with the aim of strengthening the business foundation for domestic and regional businesses, as well as digital social infrastructure businesses. Segment information for the nine-month period ended December 31, 2024 is reclassified to conform to the presentation of the revised segments for the nine-month period ended December 31, 2025.

(3) Information about geographic areas

Revenue from external customers

	JPY (millions)	
	Nine-month period ended December 31, 2024	Nine-month period ended December 31, 2025
Japan	1,806,499	1,917,645
North America and Latin America	86,541	76,545
Europe, Middle East, and Africa	249,552	268,422
China, East Asia, and Asia Pacific	179,217	159,705
Total	2,321,809	2,422,317

3. Finance income

A gain on sales of associates of 20,226 million JPY from the sale of shares of Japan Aviation Electronics Industry, Limited is included in “Finance income” in the condensed interim consolidated statements of profit or loss for the nine-month period ended December 31, 2025.

4. Share of profit (loss) of entities accounted for using the equity method

An impairment loss of 14,335 million JPY on the investment in NEC Capital Solutions Limited is included in “Share of profit (loss) of entities accounted for using the equity method” in the condensed interim consolidated statements of profit or loss for the nine-month period ended December 31, 2024.

5. Subsequent Events

There are no significant subsequent events.

3. 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.
