

# The Present and Future of NEC BluStellar

November 13, 2025

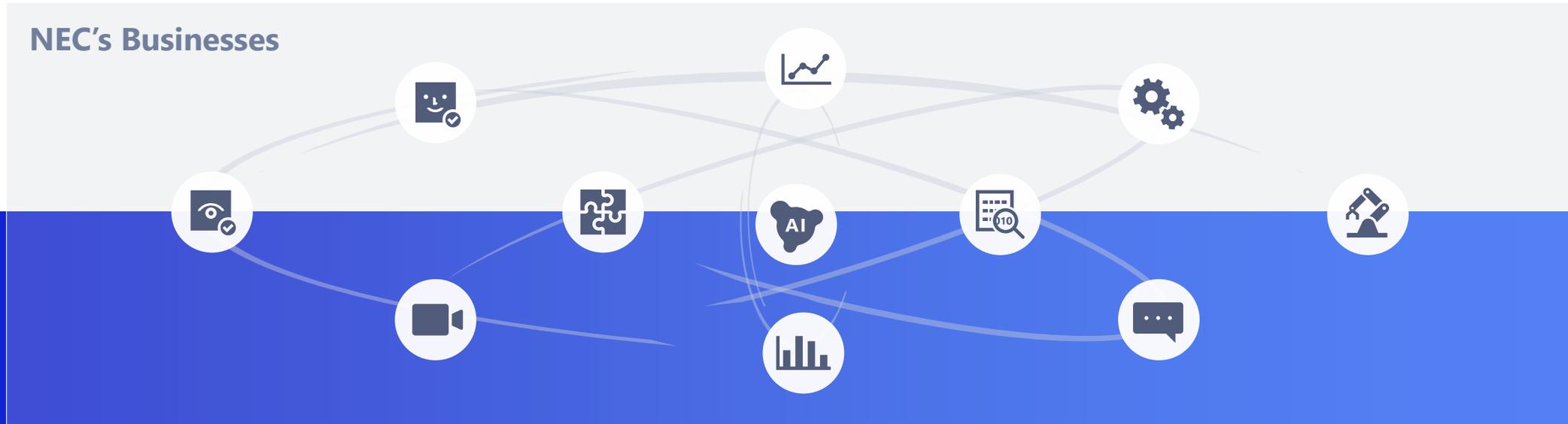
Corporate Senior Executive Vice President and CDO (Executive Officer)

Toshifumi Yoshizaki

## NEC BluStellar's Positioning within NEC

NEC BluStellar serves as a key driver in achieving NEC's mid-term management plan.

We are promoting the organization-wide adoption of NEC BluStellar in preparation for the next mid-term management plan



# NEC BluStellar

# Evolution of the DX Business

Since 2019, NEC has continued to accelerating transformation along three axes: business model, technology, and organization/ human resources. NEC BluStellar was announced in 2024, and NEC BluStellar Scenario will be at the core of its future evolution

		2019- <b>Launch</b>	2021- <b>Strengthening</b>	2024- <b>Evolution</b>
<b>Business Model</b>	Traditional businesses	Strategic consulting Initiate approaches to customers	Consistent value delivery from strategic consulting to service delivery and operation/ maintenance	<div style="background-color: #004a99; color: white; padding: 20px;"> <p><b>NEC BluStellar Scenario</b></p> <ul style="list-style-type: none"> <li>• NEC BluStellar Scenario</li> <li>• AI</li> <li>• Security</li> <li>• 10,000 consultants</li> <li>• 12,000 DX personnel</li> </ul> </div>
<b>Technology</b>	Provide asset knowledge suited to each client	Offerings Standardization/ unification	DX business Portfolio transformation	
<b>Organization/ Human Resources</b>	DX projects executed by each division	Launch dedicated DX organization DX personnel development program	Transformation of the DX organization (Centralize company-wide functions into an organization of ~30.000 members)	

# Business Model of NEC BluStellar

NEC BluStellar Scenario is an end-to-end approach that leverages cutting-edge technology to address client challenges safely and rapidly.



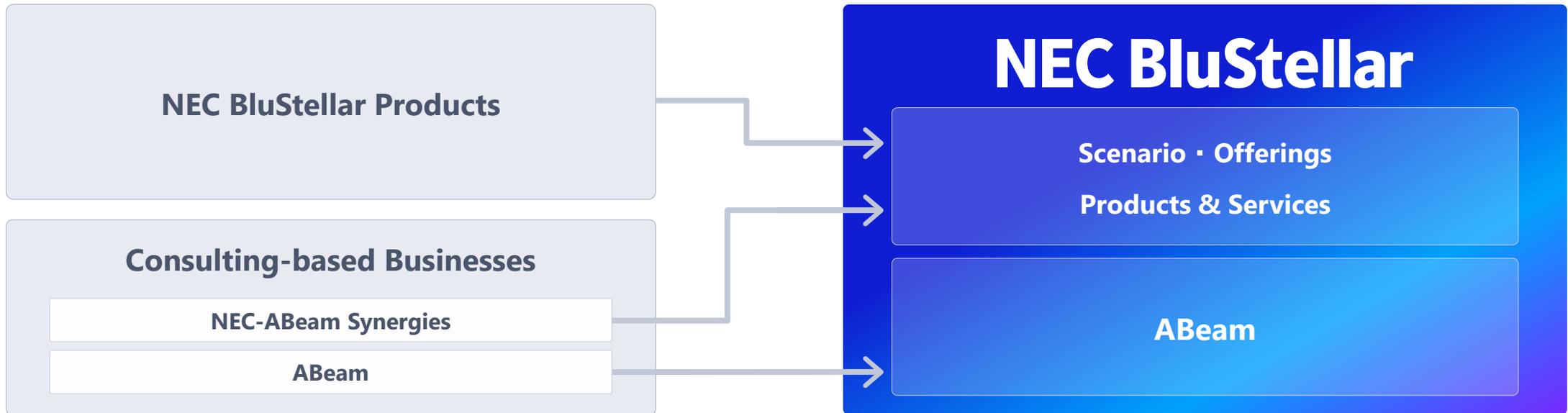
\*The act of putting cutting-edge technologies into practice, positioning NEC itself as the "zeroth client"

# NEC BluStellar Updates towards the Next Mid-term Management Plan

**NEC BluStellar offerings have been organized into NEC BluStellar Scenarios, Offerings, and Products & Services. Consulting-based Business has been updated with a focus on ABeam**

~FY25/3

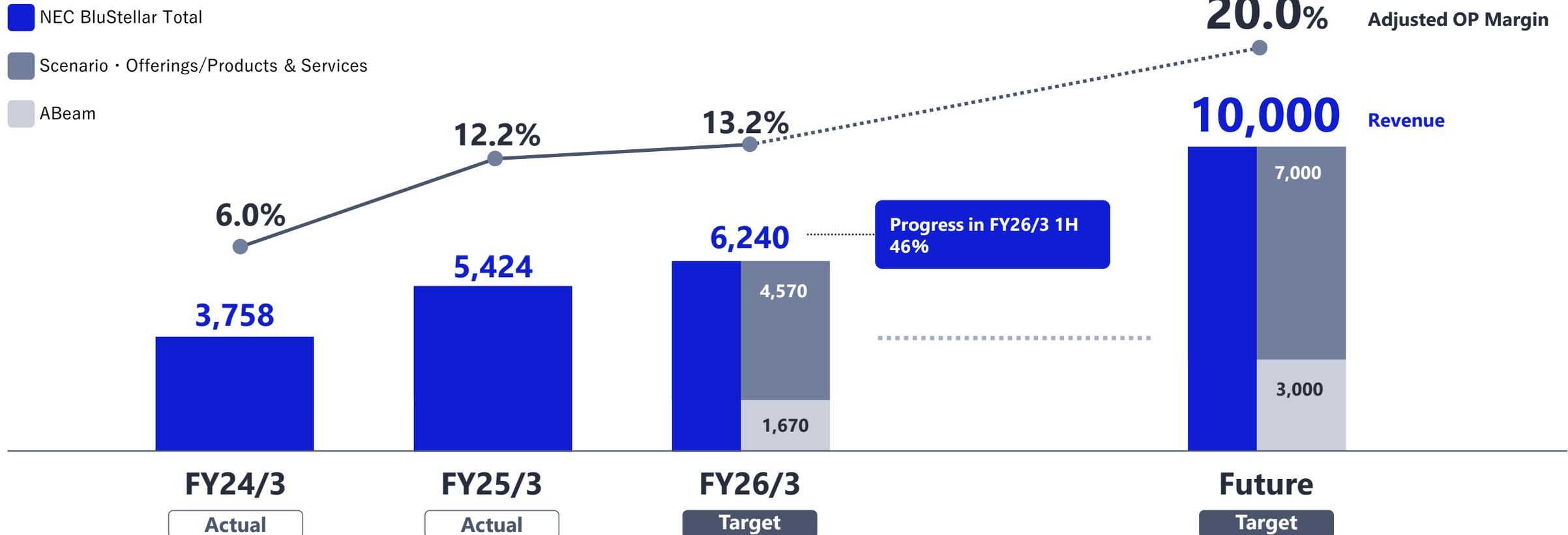
FY26/3~



# NEC BluStellar Business Summary

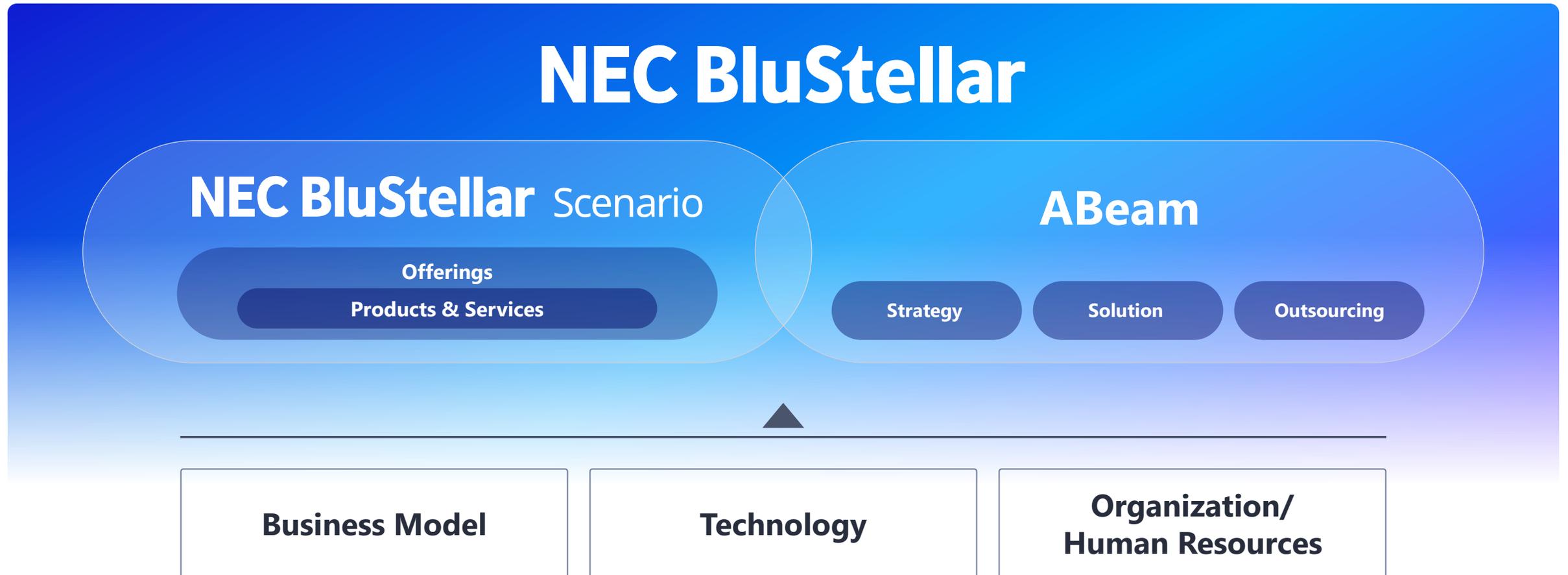
FY25/3 revenue was JPY542.4bn, achieving the FY26/3 mid-term plan target one year ahead of plan. Profit margins also increased significantly. NEC BluStellar is proceeding steadily towards its new FY26/3 target of JPY624.0bn and is ultimately aiming for JPY1tn with a 20% operating margin

(Billions of Yen)



## Future Goals and Growth Drivers

Strengthening of NEC BluStellar Scenarios and ABeam will serve as the growth drivers for achieving JPY1tn in revenue and a 20% operating margin



**BluStellar**

**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.