

# Financial Results for FY2008 (Fiscal year ended March 2009)

May 12, 2009 NEC Corporation (http://www.nec.co.jp/ir/en)

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《Ref.》 About segment exchange
Financial Results for FY2008 (supplementary note)



# I. Summary of Financial Results for FY2008



## Summary of Financial Results for FY2008

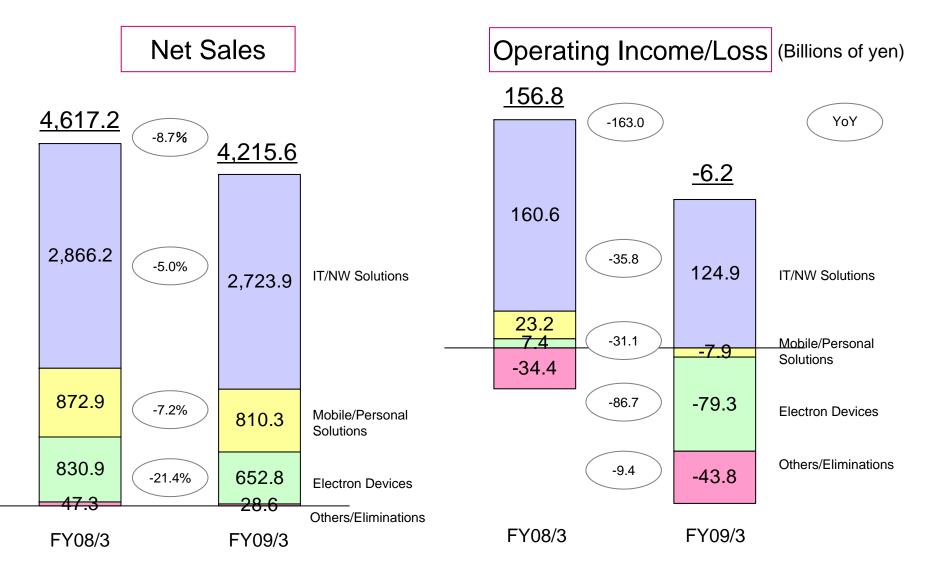
(Billions of yen)

	FY08/3 Actual	FY09/3 Actual	YoY	Difference from Jan. 30 Forecast
Net Sales	4,617.2	4,215.6	-8.7%	15.6
Operating Income/Loss % to Net Sales	156.8 3.4%	-6.2	-163.0	23.8
Ordinary Income/Loss % to Net Sales	112.2 2.4%	-93.2	-205.4	-3.2
Net Loss % to Net Sales	<b>22.7</b> 0.5%	-296.6	-319.3	-6.6
Free Cash Flow	56.5	-145.8	-202.4	44.2

(Ref) Average exchange rate for FY09.3 1\$=¥101.08 €1=¥146.20

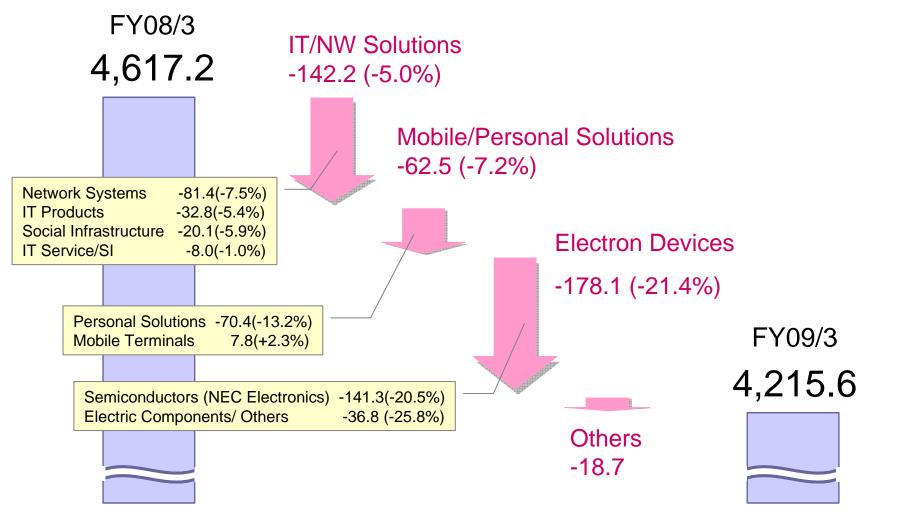


#### **Results by Segment**



#### Sales Change (Year on Year)

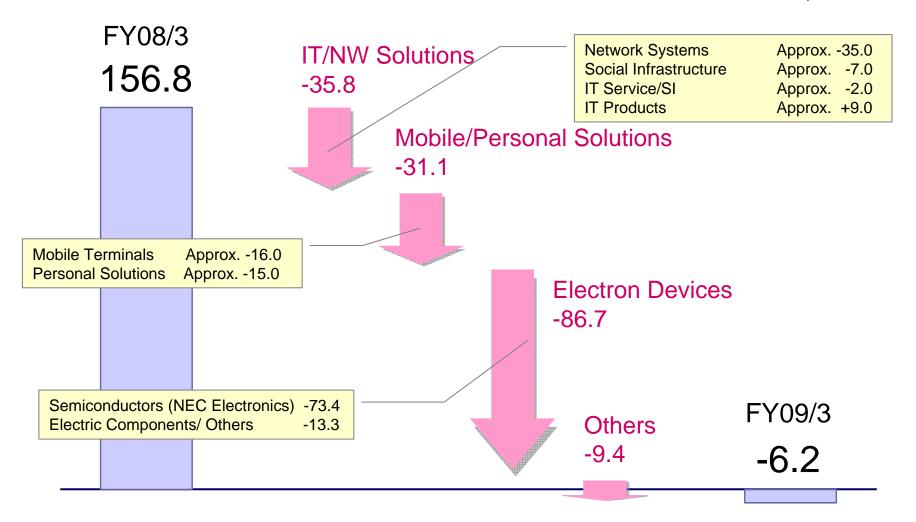
(Billions of Yen)

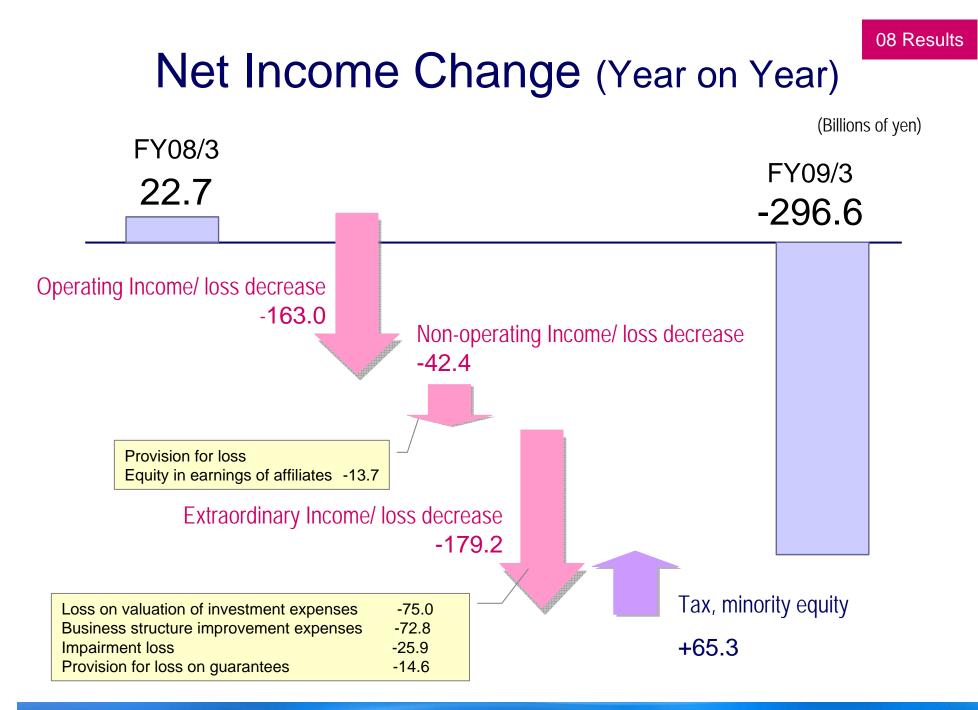




# Operating Income Change (Year on Year)

(Billions of Yen)





Result

Task

Task

Task

Result

#### Tasks and Results by Segment

IT/NW Solutions : Decreased Network Systems earnings power

- Next Generation Network (NGN) production business enlarged
- Execution of M&A to enlarge global business Result
  - Acquisition of software corporation NetCracker in the US. Acquired management rights to optical sea cable maker OCC
- Result Pasolink holds No.1 market share 2007-2008
- Strengthen IT Service business centered on next generation Data Centers
  - Electric power saving server, Operational management standards, SaaS business systems
- Mobile/Personal Solutions : Lowering the break even point
  - Stop losses by withdrawing from the overseas PC business Result
  - Increase the share of mobile handsets in Japan Result
- Electron Devices : Large-scale losses from the rapidly declining market Task
  - Structural reforms for business recovery in NEC Electronics, NEC TOKIN
  - Resolution to develop automobile batteries through a joint venture with Nissan Motor Co. Result









II. Forecasts for FY2009 (Fiscal Year ending March 2010)



## Management Policy for FY2009

#### Reinforced earnings structure reform

- Drastic reduction of expenses including fixed costs
- Extermination of unprofitable business / Improve profitability of healthy business
- Business portfolio reform toward further growth
  - Accelerate 'Selection and Concentration' of group businesses through business portfolio reform
  - Innovate businesses toward next term of growth

Realize earnings structure reform and business portfolio reform together

Achieve 100 billion yen operating profit and restore net profit

✗ Forecast as of May 12, 2009





#### Summary of Forecast for FY10/3

(Billions of Yen)

	FY09/3 Actual	FY10/3 Forecast	YoY
Net Sales	4,215.6	3,730	-11.5%
Operating Income/Loss To net sales(%)	-6.2	100 2.7%	106.2
Ordinary Income/Loss To net sales(%)	-93.2	<b>60</b> 1.6%	153.2
Net Income/Loss To net sales(%)	-296.6	<b>10</b> 0.3%	306.6
Net Income per share(yen)	-146.64	4.94	151.58
FCF	-145.8	0	145.8

(Ref): Assumption of exchange rate for FY10.3 1\$=¥90, 1€=¥120

₭ Forecast as of May 12, 2009

## Key Point to Achieve FY2009 Forecast

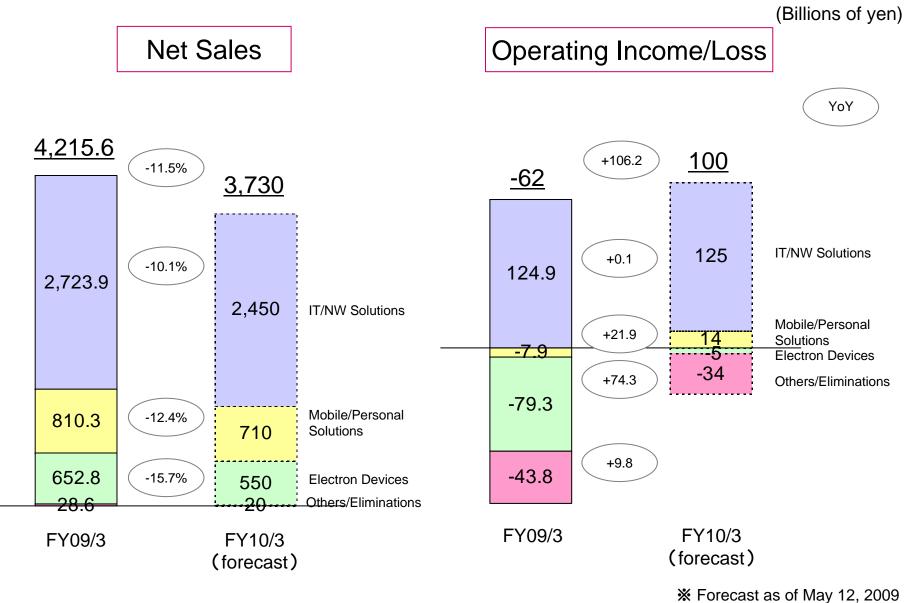
- Complete reduction of all expenses
  - Implement a strong cost structure that is suitable for decreasing sales
- Extermination of unprofitable business and increase profitability of

#### healthy business

- Extermination of unprofitable business
  - Further reduction of fixed costs towards a conclusive turnaround by NEC Electronics
  - Restore profitability of NEC Tokin through its restructuring
  - Structural reform of NEC LCD Technologies
  - Exit from overseas PC business and improve profitability of domestic PC business
- Increase profitability of positive business through enhancement of customer relationships

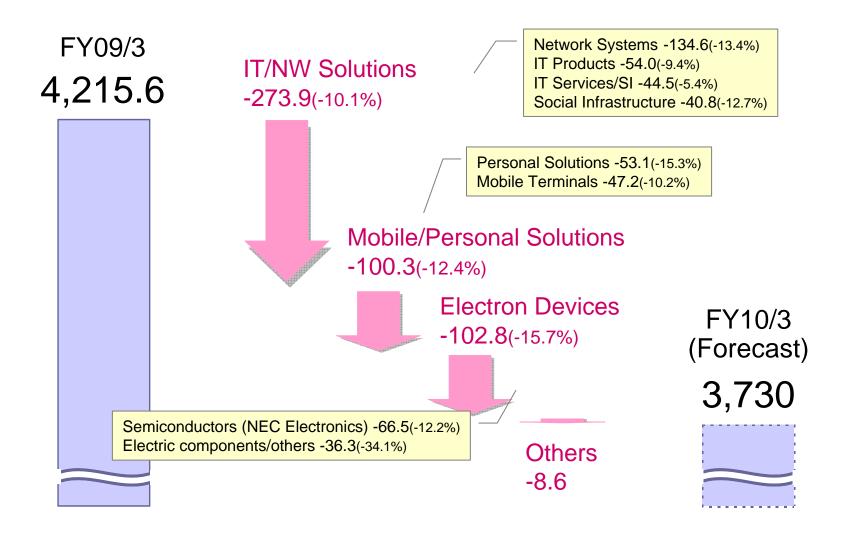
## Full Year Forecast by Segment

**09 Forecast** 



#### Sales Change (Year on Year)

(Billions of yen)

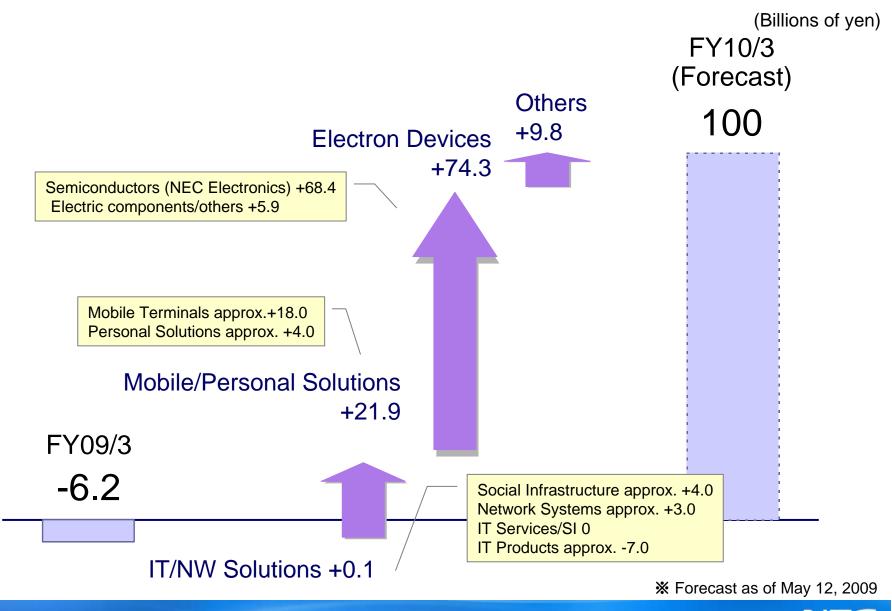


✗ Forecast as of May 12, 2009

**09 Forecast** 

Empowered by Innovation

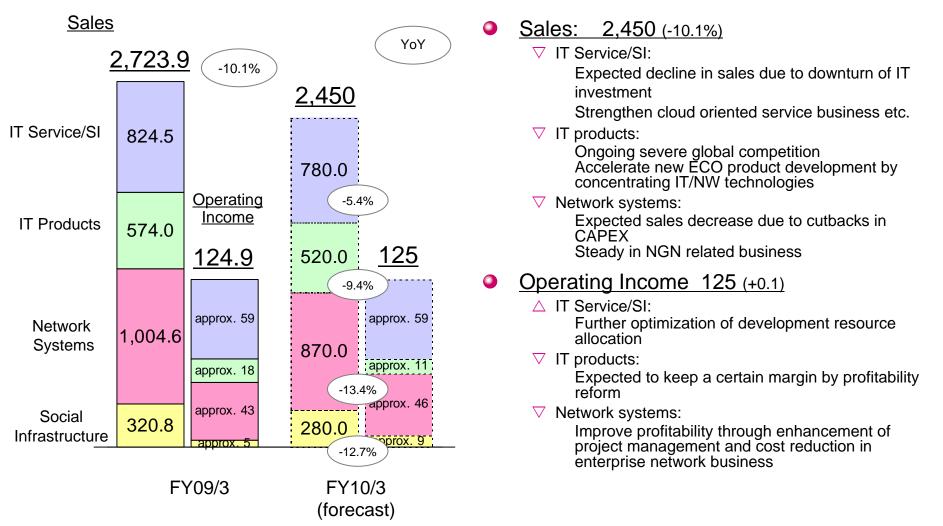
## Operating Income Change (Year on Year)



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#### **IT/NW Solutions Business**

(Billions of Yen)



#### SI Business Trends by Sector

(IT Service/SI, IT Products)

Operating Income: approx. -7 (Billions of Yen) yoy

- Maintain profitability through SI innovation and drastic cost reduction during an expected sales decrease
- Expansion of services and global business towards further growth in the future

Sector	Sales forecast (year on year)	Background and NEC Approach
Government		IT related budget will be flat or slightly decrease yoy. Economic measures (IT related) to meet budget. Expansion of global business by utilizing our core competencies such as fingerprint identification systems and immigration management systems.
Public sector /Medical		Deep investment from cost reduction and workplace streamlining demand even as local governments cut back on budgets due to declining tax revenues. Medical sector is unaffected by the economic downturn. Focus on service businesses such as ASP.
Finance		Stagnation of IT investment especially in the securities industry. Possibility of business chances from the merger of financial groups. Promote service related business and expand business of co-operation systems.
Telecom/ Media		Continuous trends of CAPEX cutbacks. New business market expands such as digital signage and archiving. Expand data center business and global business.
Manufacturing		Significant reduction of IT investment. Focus on existing areas of deep investment demand such as environment, compliance, and cost reduction areas through server consolidation. Promote global business mainly in SAP related business.
Retail/ Service		Downward trend of IT investment due to slowdown in consumption. Continuous investment exists in CRM and personnel reduction area. Expand global business by offering solutions for convenience stores.

X Forecasts as of May 12, 2009. Arrows in figure represent year on year



#### Network System Business Trends

Operating Income: +3 (Billions of Yen) yoy

- Expected sales decrease due to cutbacks in CAPEX of carriers and enterprises.
- Improve profitability through enhancement of project management and cost reduction in business for enterprises.

		Sales forecast (year on year)	Business situation
	Fixed line (in Japan)		Steady sales of switch/router and optical transmission systems with NGN area expansion.
Business Telecom Ca	Wireless (in Japan)		Expected sales decrease due to CAPEX cutbacks of mobile operators.
ness for m Carriers	Fixed line (overseas)	-	Expected sales decrease such as optical telecommunication systems. Steady sales in submarine cable systems.
)rs	Wireless (overseas)		Expected sales decrease by decline of base station shipment. Decrease in sales of PASOLINK due to CAPEX cutbacks, however maintain flat in unit basis.

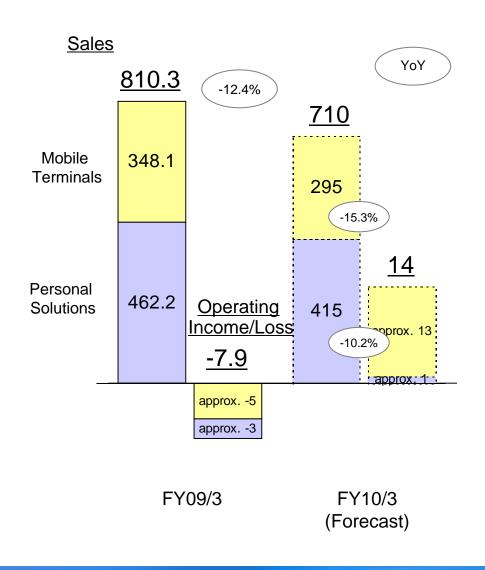
Business for Enterprises		Expected sales decrease due to continuous CAPEX cutbacks especially in overseas market (North America, Europe)
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X Forecasts as of May 12, 2009. Arrows in figure represent year on year



#### **Mobile/Personal Solutions Business**

(Billions of yen)



#### Sales 710 (-12.4%)

 $\nabla$  Mobile Terminals:

Handset market is in a downward trend in Japan

Aim to expand market share by maintaining the same shipment levels as the previous year (5 million units)

#### ▽ Personal Solutions:

Decrease in sales due to withdrawal from overseas business and further price competition in the Japanese PC market

#### Operating Income 14 (+21.9)

 $\triangle$  Mobile terminals:

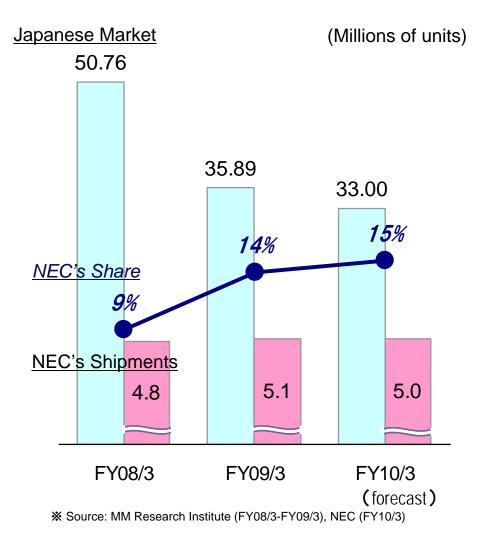
Aim for a turnaround by decreasing development and other costs

 $\triangle$  Personal Solutions:

Aim for a turnaround by withdrawal from overseas PC business, cutting costs (including operation costs)

#### ✗ Forecast as of May 12, 2009

#### Mobile Terminal Business Trends



- Continuation of severe conditions in the Japanese market (Market size forecast: 33M units in FY2009, -8% yoy)
- Aim to expand market share by maintaining same level of shipments as last year (5M units)
- Improve profitability by reforming earnings structure and reducing the break-even point
  - Maximize the use of master development effect
  - Execution of thorough cost reduction



X Forecast as of May 12, 2009

Expected FY09 shipment

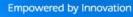
Over 2.5 million units (same level as the previous vear)

#### **Personal Solution Business Trends**

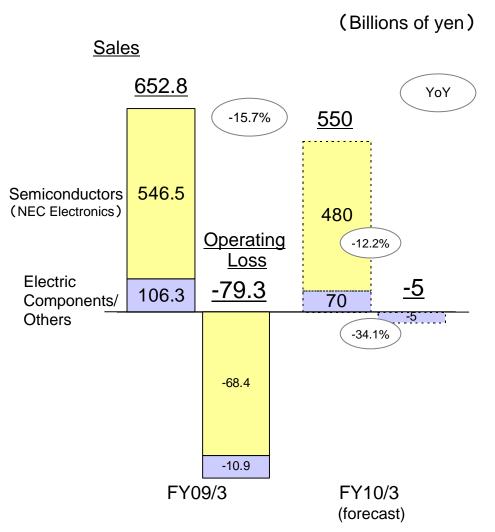
- Earnings reform of domestic PC business
  - Increase in-house development, and further streamline development and manufacturing costs
- Support of new market development
  - Formed a "New business development group" from April 1, to create synergies between the PC and mobile handsets
    - Launch of new business in the fusion of PCs and mobile handsets
    - Developing new products for the smart phone market
    - Plan to launch new devices for specific markets through cooperation with NEC's solution team

Aim to create new business models which include next generation information terminals and services

\* Forecast as of May 12, 2009



#### **Electron Device Business**



#### Sales 550 (-15.7%)

▽ Semiconductors :

Drop in sales in all products such as SoC, MCU, and discrete products

 $\bigtriangledown$  Electric Components/Others :

Forecast for continuous severe market conditions Large decline of sales, growth in demand not expected

#### Operating Loss -5 (+74.3)

 $\nabla$  Semiconductors :

Expected to achieve break-even through drastic cost reduction even in decline of gross profit via sales drop

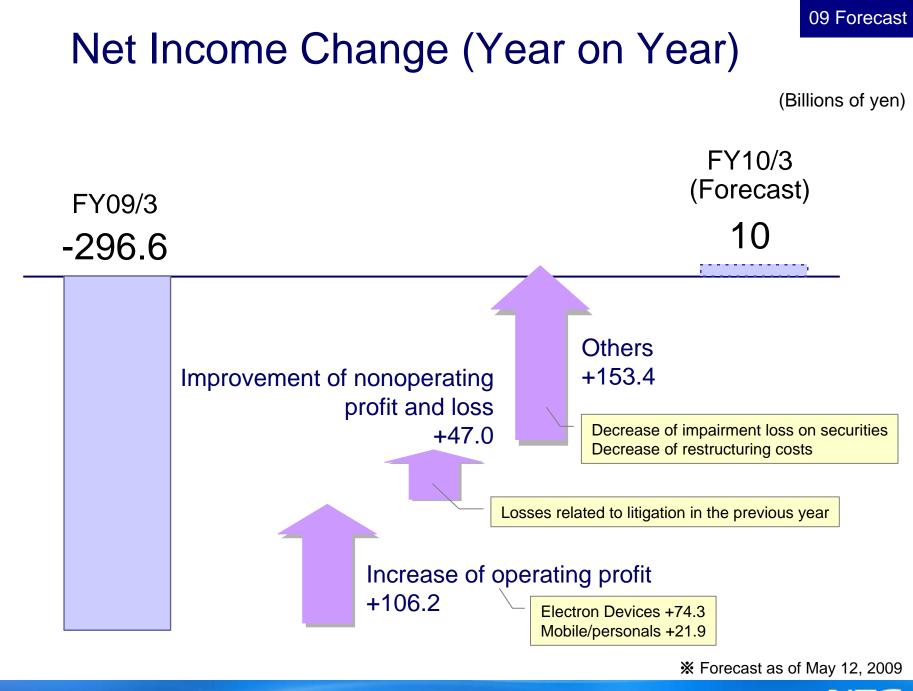
 $\bigtriangledown$  Electric Components/Others :

Improve by structure reform in the electric components area

\*The results for the area of Semiconductors are the official public figures of NEC Electronics Corporation, which are prepared in accordance with U.S. GAAP. The difference that arises as a result of the adjustment to Japan GAAP is included in Electronic Components and Others.





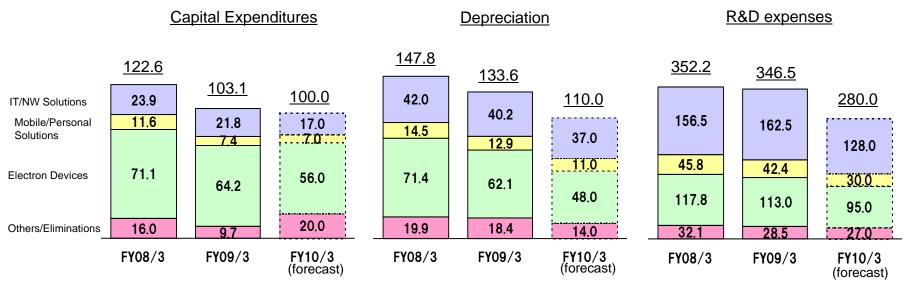


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## **《**Ref.**》**Capital Expenditures and Others

(Billions of yen)

	FY08/3	FY09/3	YoY	FY10/3	YoY
	Actual	Actual	101	Forecast	101
Capital expenditures	122.6	103.1	-15.9%	100	-3.0%
Depreciation	147.8	133.6	-9.6%	110	-17.7%
R&D expenses	352.2	346.5	-1.6%	280	-19.2%



\* Forecast as of May 12, 2009

## Summary of Non-Consolidated Financial Forecast

(Billions of Yen)

	FY09/3 Actual	YoY	Difference from Jan. 30 forecast	FY10/3 Forecast	YoY
Net Sales	2,241.4	-4.7%	-18.6	2,020	-9.9%
Operating Income/Loss	-1.2	-49.6	18.8	33	34.2
Ordinary Income/Loss	-21.6	-74.8	3.4	35	56.6
Net Income/Loss	-474.8	-465.6	15.2	20	494.8

NEC plans to pay dividends of 4 yen per share in FY10/3 (Interim 0/ Year end 4)

# III. Management Reforms for the Next Term





## 1 Progress of Business Portfolio Reform

#### Business Portfolio Reform

Business Portfolio	Direction on Jan.30 <sup>th</sup> 2009	Status (After Jan.30 <sup>th</sup> 2009)
NEC Electronics	Further restructuring to improve profitability	<ul> <li>Business merger with Renesas technology (Apr.27<sup>th</sup> 09)</li> <li><nec affiliate="" an="" becomes="" electronics="" equity="" method=""></nec></li> </ul>
NEC TOKIN	Selection & concentration for capital efficiency	<ul> <li>Transfer the read switch business (Mar.26<sup>th</sup> 09)</li> <li>Institute early retirement (Apl.24<sup>th</sup>)</li> <li>Sign agreement to make NEC TOKIN a wholly owned NEC subsidiary through a stock swap (May 8th)</li> </ul>
NEC LCD Technologies	Selection & concentration for capital efficiency	<ul> <li>Strengthening management foundation with structural reforms (Mar.4<sup>th</sup> 09)</li> <li>close Kagoshima plant, merging manufacture to Akita</li> </ul>
Environment and energy business	Focus as a new core area	<ul> <li>Create business through establishing a Smart Energy and Green Business Development Division (Feb.25<sup>th</sup> 09)</li> </ul>
Personal solutions	Drastic measures for overseas PC business	<ul> <li>Withdraw from European commercial PC business (Feb.5th.09)</li> <li>Withdraw from Asian PC business (Mar.27<sup>th</sup> 09)</li> </ul>

X Forecast as of May 12, 2009





## Integrate Business Operations with Renesas

- NEC Electronics and Renesas technology agreed to start discussing terms to integrate business operations
- The preconditions for holding future negotiations are to integrate business operations on April 1, 2010, and to maintain public listing for the new company.
  - Each company will promote structural reforms which are determined step by step, and improve management foundations
  - Through integration and structural reform the companies bring about synergies and enhance earnings
    power through a new company aiming to build a "strong specialized semiconductor producer" that can
    maintain stable profit despite market changes
- \* These conditions are undefined: the ownership ratio of the integrated company, the company name, the location of its headquarters, the corporate representative, the board members, capitalization, total assets, and financial forecasts shall be determined following the integration.

(NEC Electronics and Renesas plan to sign an agreement at the end of July, 2009 to integrate their business operations.)



With 3 product families; the microcomputer, system LSI, and discrete products The world's 3<sup>rd</sup> largest semiconductor company will be established

X Announced Apl.27 2009





## **NEC Semiconductor Business**

Towards persevering and reconstructing the semiconductor business, NEC electronics continues carrying out reform. Recognizing the current severe business conditions, NEC decided the best option was to dramatically reform the semiconductor field through business integration

#### <u>《Revised portfolio of NEC Group》</u>

Semiconductor business significantly impacts the NEC Group's consolidated financial results, shift to unconsolidated subsidiary

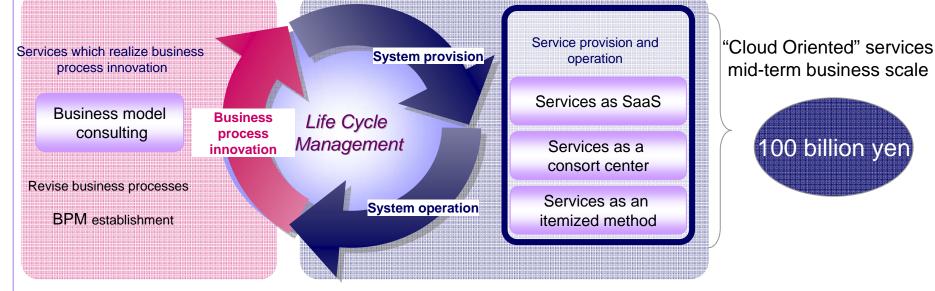
(expect synergies as a strategic partner)

**X** As of May 12, 2009



## Enhancement of the Services Business

- Cloud computing service platform (announced on Apr.23th) 0
- Supporting system life cycle management from business process reform to system deployment, 0 operations and maintenance
  - Provide customers with infrastructure systems as a service ahead of the competition
  - Services supporting mission critical tasks for a variety of businesses, prepare delivery model separately
  - Provide business model consulting based on NEC's experience with business process reform



Mid-term target on service business: Over 500 billion yen in sales

\* Forecast as of May 12, 2009

Empowered by Innovation

100 billion yen

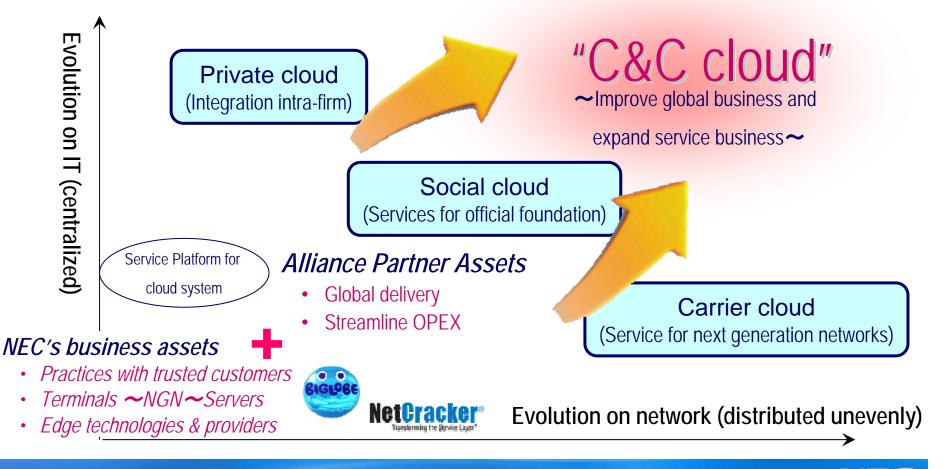
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## "C&C Cloud" Concept & Strategy

IT (centralized) + network (distributed) = "C&C cloud"

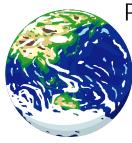
NEC promotes "C&C cloud" through alliance partners



#### Promotion of Environmental and Energy Business

- Established "Smart Energy and Green Business Development Division" on Apr.2009
  - [Short-term target]
  - Focus on lithium-ion battery for automobiles
  - [Target in middle to long-term]

- ECO B
- Create business which takes advantage of NEC Group strengths (for non-automobiles)
- Capitalize on new environment or energy solutions to solve problems of growing importance, including electric power conservation and reduction of CO2 emissions.
   Promote business plans as a new growth engine for the NEC Group.



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₭ Forecast as of May 12, 2009



## 2 Progress of Profitability Reform

#### Reinforced earnings structure reform

measures	Status (After Jan.30 <sup>th</sup> .2009)
New admin systems/ maintain organization control	<ul> <li>Build the NEC Group by revising the stance of affiliate companies</li> <li>Decrease business/staff department by removing overlapping company functions (Decrease the number of departments on the operation level by 20%)</li> </ul>
Reduction of SG&A, procurement costs, outsourcing cost. etc	<ul> <li>Enhance cost control (shift overtime rate to legal standard, freeze subsidy fee for affiliated company benefit packages, cut day wage on business trips, etc.)</li> <li>Keep a lid on development costs, enlarge in-house-manufacture/off-shore development, reinforce central purchasing</li> </ul>
Reduction of compensation for officers and managers	<ul> <li>Compensation for officers Cut 50-25% per year</li> <li>Payment for managers Cut 7-5% per month (From April)</li> </ul>
NEC Group work force reduced by over 20,000	<ul> <li>9,984 persons in NEC TOKIN (domestic 984, overseas 9,000)</li> <li>1,200 persons in NEC Electronics</li> <li>690 persons in overseas PC business</li> <li>590 persons in LCD business</li> <li>Planned work force reduction of over 20,000, including outsourced staff reductions due to renewed in-house manufacturing.</li> </ul>

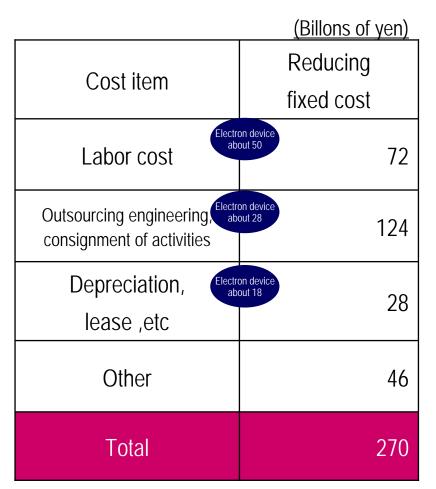
X As of May 12, 2009



#### **All-out Reduction of Costs**

#### Reduce fixed costs by 270 billion yen (yoy)

	(Billons of yen)	
Ducinoss cogmont	Reducing	
Business segment	fixed cost	
IT/network solution	104	
Mobile/personal solution	30	
	veronics 90 115	
Other	21	
Total	270	



#### ✗ Forecast as of May 12, 2009

NEC

# Summary

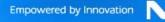
Reinforced earnings structure reform

Reinforced business structure for growth

Realization of NEC Group Core Values

Aim to meet the earnings forecast for FY09, reinforce the selection & concentration of business in order to support the next phase of growth

Seeking the NEC Group Vision 2017



### **Empowered by Innovation**



# **«Ref.» New Segments**



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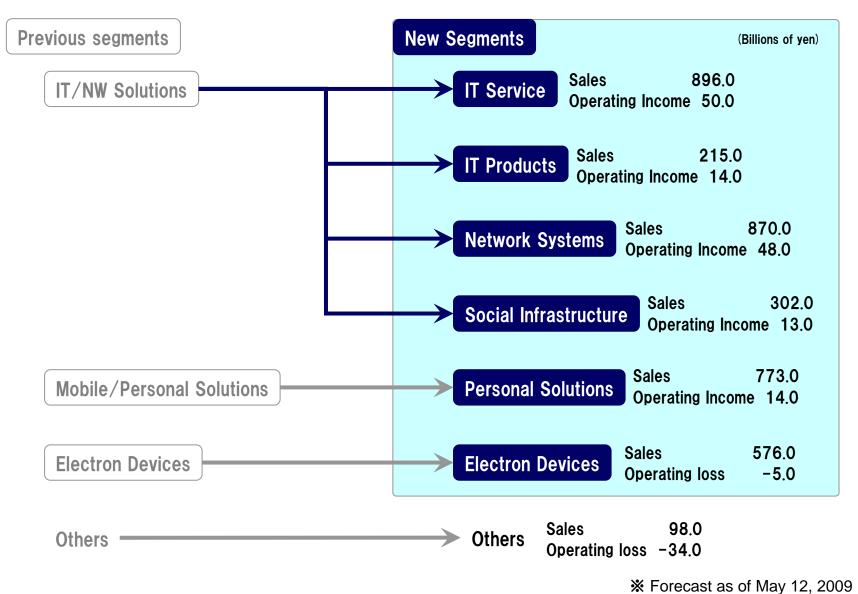
## The Aim for New Segments

- Improvements in Accountability for Disclosed Information
  - Conform to management's structure for disclosed segments
    - Specify business responsibility
- Fulfilling Disclosed Information
  - Break up the disclosed segments and sub segments
    - Break up from 3 segments to 6 segments by raising previous subsegments of "IT/NW Solutions" segment into new segments

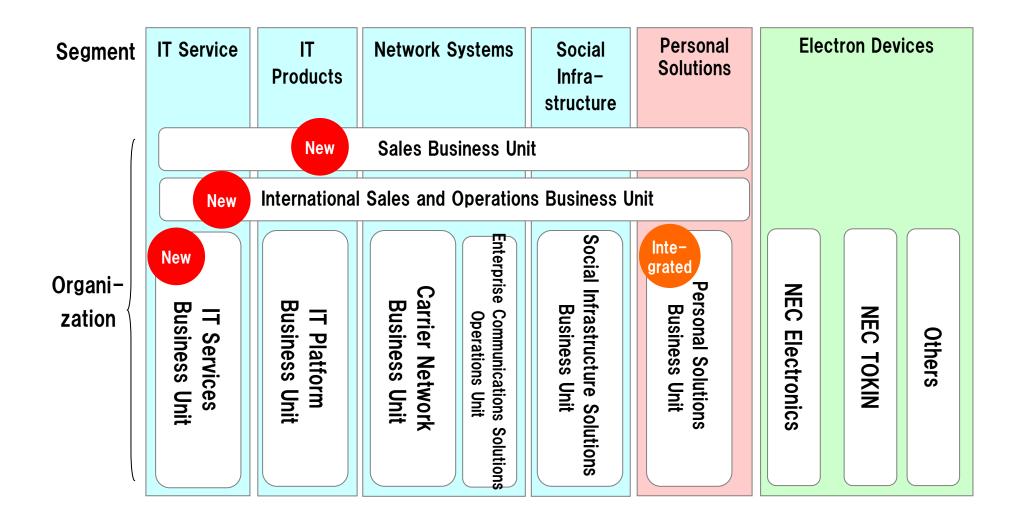
### Linked Organizational Reform from Apr. 1, 2009

 In mid-July (before announcement of financial results for 1Q of FY10/3) NEC will disclose past results (full year, half year and quarter-results of FY08/3 and 09/3) with full year forecast for FY10/3

# **«Ref.» New and Previous Segments**



### **«Ref.» New Segments and Corporate Organization**



## **«Ref.»** Organizational Reform Overview and the Aims

- Strengthens Management Structure to Improve Profitability and Drive New Growth
  - Streamlining the organization and strengthening company-wide business process innovation
    - Structural reduction to a new streamlined organization of 7 business units, 1 business support unit, and corporate staff
      - (Reduced the number of departments by approximately 20%)
  - Strengthening sales operations
    - Establish satisfactory progress of customers and improve proposal technique and sales operations by establishment of Sales Business Unit
    - Accelerate business growth on a global scale by establishment of International Sales and Operations Business Unit
  - Creating a framework for new solutions that accelerate growth
    - Strengthening business structures that support the cloud computing era by establishment IT Services Business Unit
    - Strengthened new personal solutions business for a ubiquitously networking society by the unification of mobile terminal and PC businesses etc.
    - Promoted innovative new services by the establishment of a Smart Energy and Green Business Development Division

\*Informed Feb. 25, 2009





# Financial Results for FY2008 (Fiscal Year ended March 2009)



### Summary of FY2008 Results

(Billions of yen)

		4Q Result		FY08					
	FY08/3	FY09/3	YoY	FY	08/3	FY09/3	YoY		
	Actual	Actual	101	Ac	ctual	Actual			
Net Sales	1,424.3	1,139.5	-20.0%	4,6	617.2	4,215.6	-8.7%		
Operating Income/Loss (% to Net Sales)	113.3 <sub>8.0%</sub>	5.2 <sub>0.5%</sub>	-108.2	1	156.8 <sub>3.4%</sub>	-6.2	-163.0		
Ordinary Income/Loss (% to Net Sales)	92.9 <sub>6.5%</sub>	-50.4	-143.3	1	112.2 2.4%	-93.2	-205.4		
Net Income/Loss (% to Net Sales)	32.7 <sub>2.3%</sub>	-167.6	-200.3		22.7 <sub>0.5%</sub>	-296.6	-319.3		
FCF	193.2	52.0	-141.2		56.5	-145.8	-202.4		

(Ref): Average exchange rate for 4Q/FY09.3
 Average exchange rate for FY09.3
 (Assumption of exchange rate for 4Q/FY09.3
 1\$= ¥91.91, 1€= ¥119.73
 1\$= ¥101.08, 1€= ¥146.20
 1\$=¥90, 1€=¥120)

### FY08/3 Results Overview

(Billions of Yen)

#### <u>Net Sales 4,215.6 (yoy -8.7%)</u>

- Electron Devices (yoy -21.4%, -178.1), Network Systems (yoy -7.5%, -81.4), Personal Solution (yoy -13.2%, -70.4) decreased
- △ Mobile Terminals (yoy +2.3%, +7.8) increased

#### Operating Loss -6.2 (yoy -163.0)

Electron Devices (yoy –86.7), Network Systems (yoy approx. –35.0), Mobile/Personal Solutions (yoy –31.1) decreased

(Gross operating profit decreased due to the drop of net sales despite a decrease in general administrative and selling expenses)

#### Ordinary Loss -93.2 (yoy -205.4)

- $\nabla$  Operating income decline
- ▽ The provision for a loss possibility from a disputed item, the adding up of the investment loss by the share method

#### Net Income -296.6 (yoy -319.3)

- $\bigtriangledown$  Increased extraordinary loss
  - (Restructuring cost for Electron Devices, loss on revaluation of investments in securities )
- $\nabla$  Liquidation of the deferred tax assets which we couldn't expect to collect



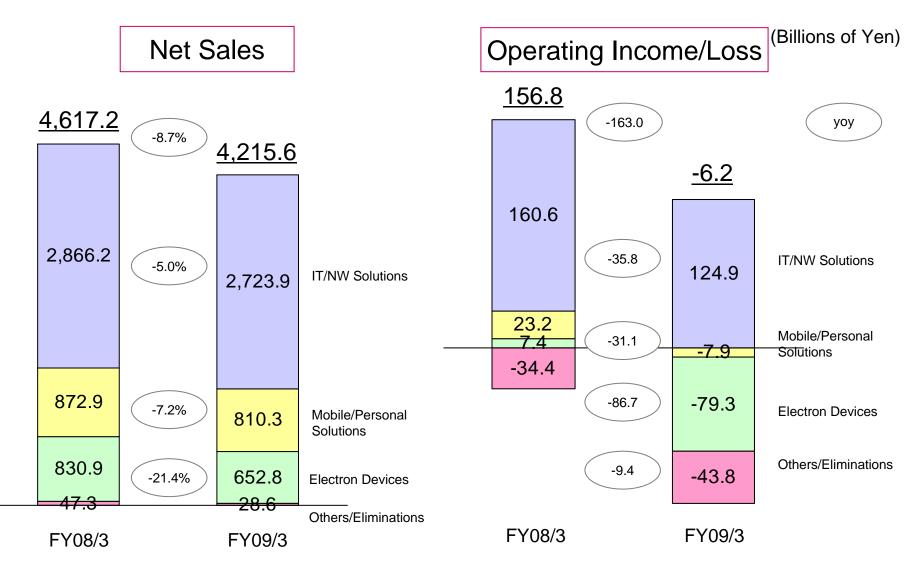
### Other Financial Data

(Billions of yen)

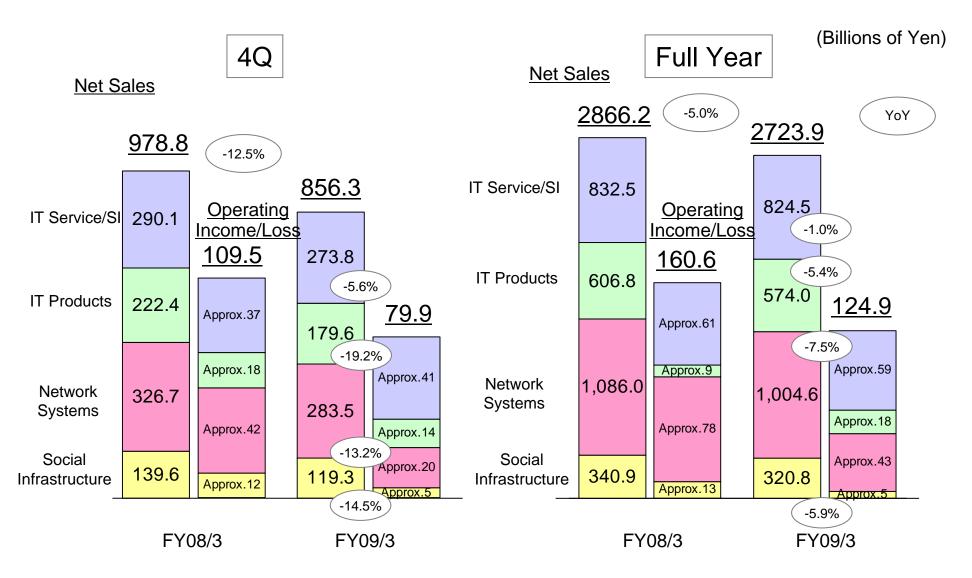
	08/3	09/3	YoY	08/12	
Total Assets	3,526.8	3,075.4	-451.4	3,396.1	
Net Assets	1,185.5	785.6	-400.0	982.4	
Interest-bearing debt	800.8	925.2	124.3	1,058.9	
Shareholder's Equity Equity ratio (%)	1,004.2 <sup>28.5%</sup>	6,417 <sup>20.9%</sup>	-362.6 - 7.6pt	816.5 24.0%	
D/E ratio	0.80	1.44	- 0.64pt	1.30	
Net D/E ratio	0.42	0.95	- 0.53pt	0.81	



### **Results by Segment**



### **IT/NW Solutions Business**





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### **IT/NW Solutions Business**

(Billions of Yen)

#### Net Sales 2,723.9 (-5.0%)

▽ IT Service/SI :

Decreased by rapid slowdown of IT investment

Sales for government entities are stable, but there is an influence from investment freezes in some industries

▽ IT Products :

Decreased mainly on business PCs and servers by the decline of the investment environment

▽ Network Systems :

NGN related businesses are stable, but as a whole, it has decreased due to a break of investment by domestic mobile carriers and a reduction of enterprise investment for networks

#### Operating Profit 124.9 (-35.8)

▽ IT Service/SI :

Maintaining an equal profitability as the previous year by improving productivity through SI innovation under a severe business environment

 $\triangle$  IT Products :

In spite of a sales decrease, profits increased overall due to the sales increase of high profit products

 $\nabla$  Network Systems :

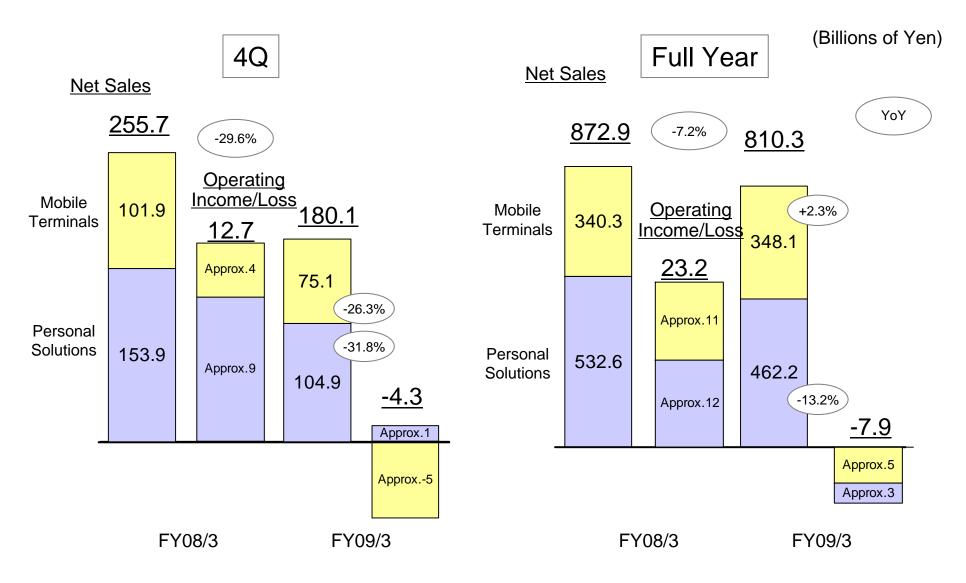
Profits decline from decreasing sales and appreciation of the yen

\* () indicates year on year





### **Mobile/Personal Solutions Business**





### **Mobile/Personal Solutions Business**

(Billions of Yen)

#### Net Sales 810.3 (-7.2%)

 $\triangle$  Mobile Terminals :

Domestic market had shrunk about 30% in comparison with the last year NEC increased shipment by competitive new products

 $\nabla$  Personal Solutions :

Large decrease by reduction of enterprise investment for PCs in Japan and environmental degradation of overseas PC market

#### Operating Loss -7.9 (-31.1)

 $\nabla$  Mobile Terminals :

Profits decreased due to the increase of development expenses for launching a variety of models and the development investment for the future

 $\nabla$  Personal Solutions :

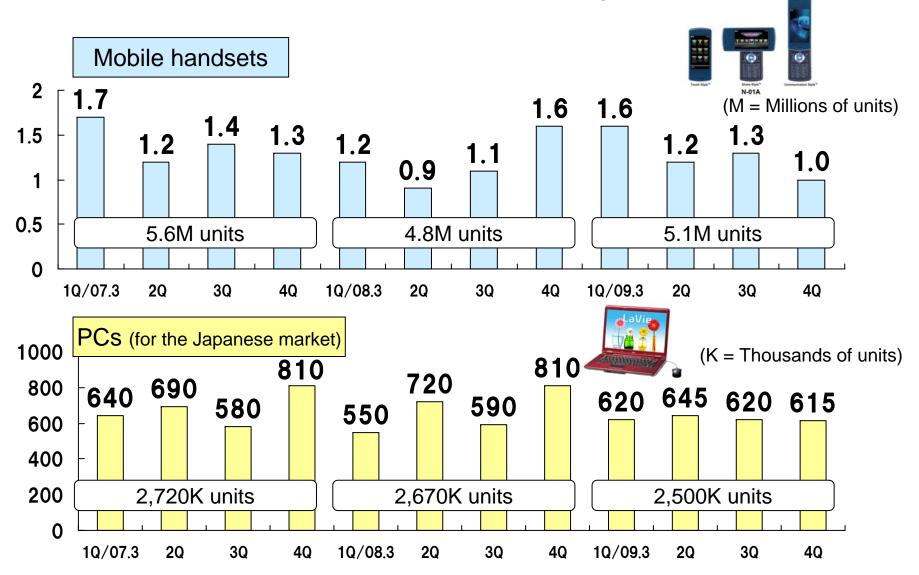
Profits decreased due to the intense price competition in the Japanese PC market and the decline of the overseas PC business

\* () indicates year on year

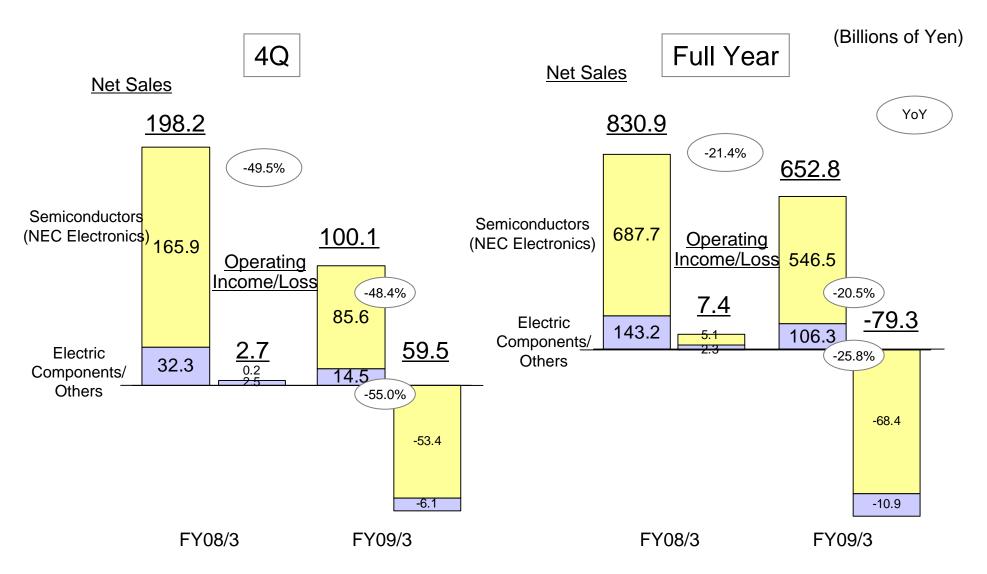
Empowered by Innovation

08 Results

### Mobile Handset & PC Shipments



### **Electron Device Business**



\*The results for the area of Semiconductors are the official public figures of NEC Electronics Corporation, which are prepared in accordance with U.S. GAAP. The difference that arises as a result of the adjustment to Japan GAAP is included in Electronic Components and Others.



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### **Electron Device Business**

(Billions of Yen)

#### Net Sales 652.8 (-21.4%)

 $\nabla$  Semiconductors :

Sales decreased largely due to the rapid deterioration of semiconductor demand

(general-purpose products like discrete devices, LSIs for computer and peripheral equipment, cars, and industrial instrument)

 $\bigtriangledown$  Electric Components/Others :

Sales decreased largely due to customer's rapid adjustment of products and inventory, which was caused by the market stagnation after 3Q (general-purpose products like capacitors and LCD for industry markets)

#### Operating Loss -79.3 (-86.7)

 $\nabla$  Semiconductors :

Accelerated cost cutting unable to overcome decreasing sales

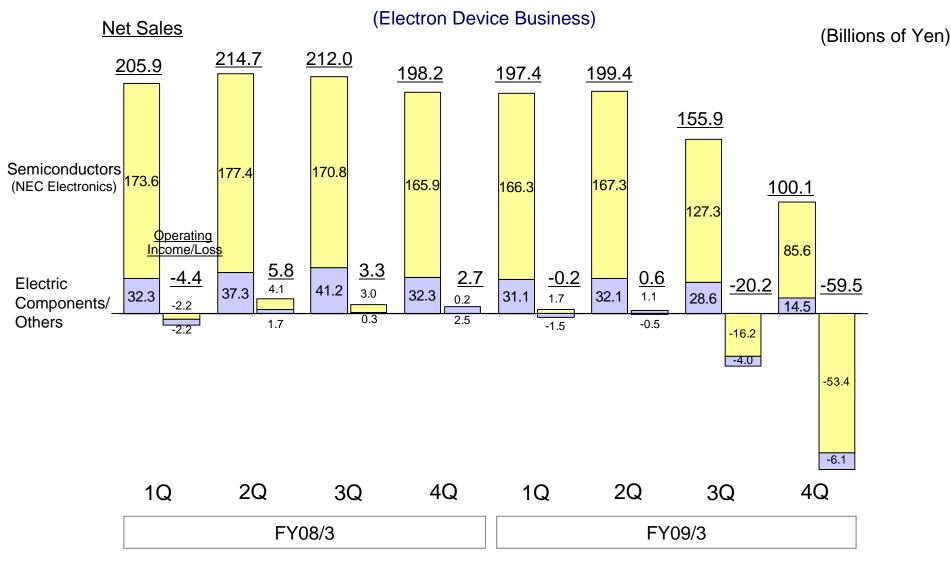
 $\nabla$  Electric Components/Others :

Impacted by rapid fall of sales and the currency exchange

\* () indicates year on year



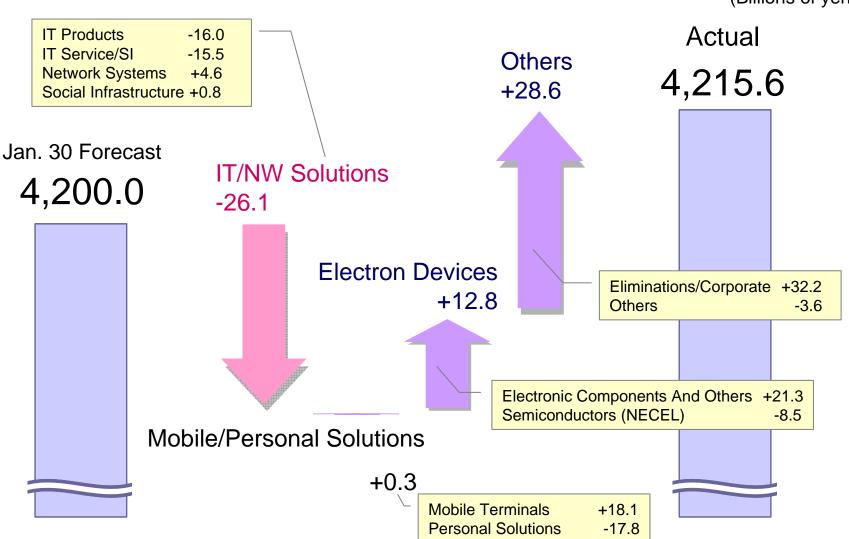
### **Ref. Quarterly Performance**



\*The results for the area of Semiconductors are the official public figures of NEC Electronics Corporation, which are prepared in accordance with U.S. GAAP. The difference that arises as a result of the adjustment to Japan GAAP is included in Electronic Components and Others.

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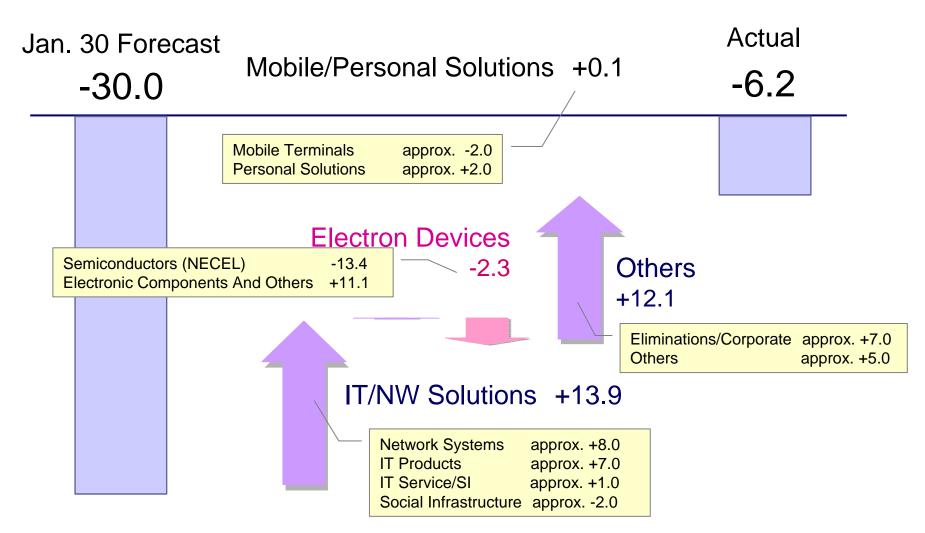
### Sales Change (from Jan. 30 Forecast)

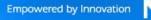


(Billions of yen)

### Operating Income Change (from Jan. 30 forecast)

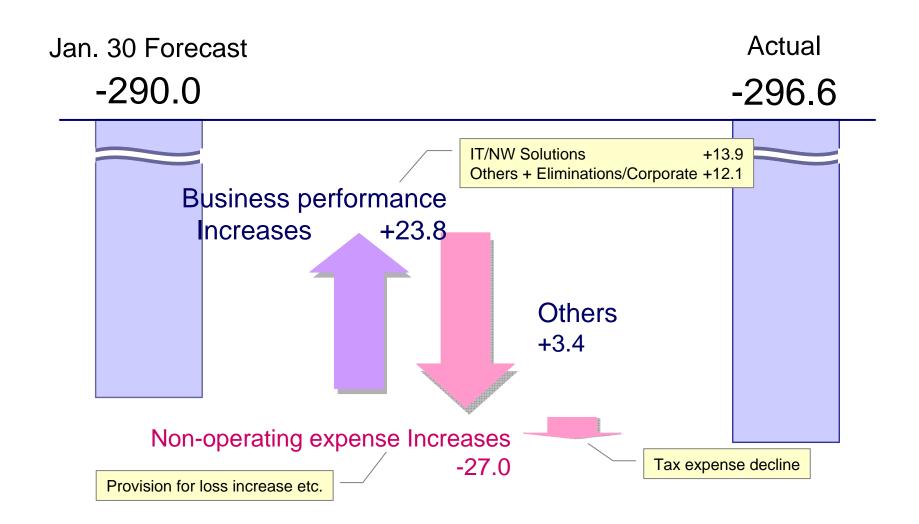
(Billions of yen)





# Net Income Change (from Jan. 30 forecast)

(Billions of yen)





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### **Ref. Segment Information**

(Billions of yen)			FY08/3		FY09/3		FY10/3		
			First Half	Full Year	First Half	Full Year	First Half	Full Year	
			Actual	Actual	Actual	Actual	Forecast	Forecast	
IT Service/SI			364.8	832.5	375.4	824.5	345.0	780.0	
IT Products	Sales		257.4	606.8	271.5	574.0	215.0	520.0	
Network Systems	30165		514.3	1,086.0	492.2	1,004.6	390.0	870.0	
Social Infrastructure			137.6	340.9	137.2	320.8	100.0	280.0	
	Sales		1,274.1	2,866.2	1,276.3	2,723.9	1,050.0	2,450.0	
IT/NW Solutions	Oper.Income/Loss		35.2	160.6	33.4	124.9	11.0	125.0	
	to sales		<b>2.8</b> %	5.6%	2.6%	4.6%	1.0%	5.1%	
Mobile Terminals	Sales		150.4	340.3	181.2	348.1	145.0	295.0	
Personal Solutions			261.3	532.6	249.7	462.2	195.0	415.0	
	Sales		411.7	872.9	430.9	810.3	340.0	710.0	
Mobile/Personal Solutions	Oper.Income/Loss		8.1	23.2	-1.1	-7.9	1.0	14.0	
	to sales		2.0%	2.7%	-0.3%	-1.0%	0.3%	2.0%	
	Sales		420.6	830.9	396.8	652.8	245.0	550.0	
Electron Device	Oper.Income/Loss		1.4	7.4	0.4	-79.3	-29.0	-5.0	
	to sales		0.3%	0.9%	0.1%	-12.1%	-11.8%	-0.9%	
Others/Elimination etc.	Sales		34.2	47.2	23.8	28.6	15.0	20.0	
	Oper.Income/Loss		-17.3	-34.4	-19.3	-43.8	-23.0	-34.0	
	Sales	ſ	2,140.6	4,617.2	2,127.8	4,215.6	1,650.0	3,730.0	
Total	Oper.Income/Loss		27.4	156.8	13.4	-6.2	-40.0	100.0	
	to sales		1.3%	3.4%	0.6%	-0.1%	-2.4%	2.7%	

\* Forecast as of May 12, 2009

