

Empowered by Innovation



Financial Results for the 1H of the Fiscal Year Ending March 31, 2011

October 28, 2010 NEC Corporation (http://www.nec.co.jp/ir/en) To be a leading global company leveraging the power of innovation to realize an information society friendly to humans and the earth

NEC Group Vision 2017

- I. Financial Results for 1H
- II. Financial Forecast for FY11/3
- III. Progress of Mid-term Growth Plan "V2012"
 - Expansion Cloud Business
 - Expansion Global Business
 - Expansion New Business



I. Financial Results for 1H

Summary of Financial Results for 1H

Moved into the black in operating income

 Improved dramatically year on year and compared to the forecast as of Jul 28, despite net loss
 (Billions of Yen)

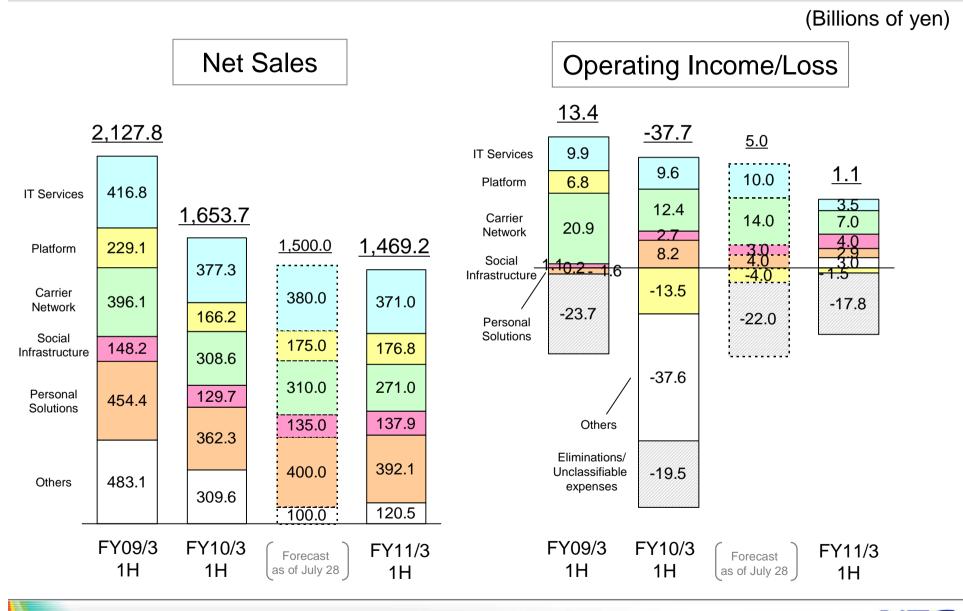
	2nd Q	uarter <jul th="" ·<=""><th>- Sep></th><th></th><th>1st F</th><th>Sep></th><th>Difference</th></jul>	- Sep>		1st F	Sep>	Difference	
	FY10/3	FY11/3	VoV		FY10/3	FY11/3	YoY	from
	Actual	Actual	TOT	YoY		Actual	101	Jul 28
Net Sales	875.2	801.6	-8.4%		1,653.7	1,469.2	-11.2%	-30.8
Operating Income/Loss	2.3	24.3	22.0		-37.7	1.1	38.8	-3.9
% to Net Sales	0.3%	3.0%			-	0.1%		
Ordinary Income/Loss	-4.9	18.2	23.0		-49.9	-22.3	27.6	-2.3
% to Net Sales	-	2.3%			-	-		
Net Income/Loss	-9.8	16.1	25.9		-43.6	-27.0	16.6	9.0
% to Net Sales	-	2.0%			-	-		
]]	

Free Cash Flow -6.4	-60.6	-54.2	-53.8	-102.8	-49.0
---------------------	-------	-------	-------	--------	-------

(Ref): Average exchange rate for 1H of FY11/3 1\$= ¥89.96, 1€= ¥116.01

(Assumed exchange rate as of July 28 for FY11/3 1\$=¥90, 1€=¥110)





Page 6

Summary of Financial Results for 1H by Segment

(Billions of Yen)

	2nd Q	uarter <jul -<="" th=""><th>Sep></th><th>1st</th><th>Half <apr -="" s<="" th=""><th>ep></th><th>Difference</th></apr></th></jul>	Sep>	1st	Half <apr -="" s<="" th=""><th>ep></th><th>Difference</th></apr>	ep>	Difference	
		FY10/3	FY11/3	YoY	FY10/3	FY11/3	YoY	from
		Actual	Actual		Actual	Actual		Jul 28
	Net Sales	209.8	209.7	-0.0%	377.3	371.0	-1.7%	-9.0
IT Services	Operating Income	10.2	9.2	-0.9	9.6	3.5	-6.0	-6.5
	% to Net Sales	4.8%	4.4%		2.5%	1.0%		
	Net Sales	92.3	96.7	4.8%	166.2	176.8	6.4%	1.8
Platform	Operating Income/Loss	0.7	2.9	2.2	-13.5	-1.5	11.9	2.5
	% to Net Sales	0.7%	3.0%		-	-		
Carrier	Net Sales	166.9	154.2	-7.6%	308.6	271.0	-12.2%	-39.0
Network	Operating Income	11.8	13.0	1.1	12.4	7.0	-5.4	-7.0
INCLIVOIR	% to Net Sales	7.1%	8.4%		4.0%	2.6%		
Social	Net Sales	72.4	79.5	9.7%	129.7	137.9	6.3%	2.9
Infrastructure	Operating Income	3.4	3.7	0.3	2.7	4.0	1.3	1.0
Innastructure	% to Net Sales	4.7%	4.6%		2.1%	2.9%		
Personal	Net Sales	167.4	198.5	18.6%	362.3	392.1	8.2%	-7.9
Solutions	Operating Income/Loss	-0.7	3.3	4.0	8.2	2.9	-5.3	-1.1
3010110115	% to Net Sales	-	1.6%		2.3%	0.7%		
	Net Sales	166.5	63.0	-62.2%	309.6	120.5	-61.1%	20.5
Others	Operating Income/Loss	-12.9	4.2	17.1	-37.6	3.0	40.6	3.0
	% to Net Sales	-	6.6%		-	2.5%		
Eliminations/ Unclassifiable expenses	Operating Loss	-10.1	-11.9	-1.8	-19.5	-17.8	1.6	4.2
	Net Sales	875.2	801.6	-8.4%	1,653.7	1,469.2	-11.2%	-30.8
Total	Operating Income/Loss	2.3	24.3	22.0	-37.7	1.1	38.8	-3.9
	% to Net Sales	0.3%	3.0%		-	0.1%		



1H Key Points of 1H Results by Segment (Difference from July 28)

IT Services	 <u>Delay in the recovery of domestic IT investment</u> Fell short of operating profit target due to the decrease in sales under tough price competition
Platform	 Measures to realize the IT and network integration strategy Achieved profit target due to the improvement of business processes by centralizing resources
Carrier Network	 Fell short in overseas sales (PASOLINK, submarine cable systems) Fell short in operating profit due to the decrease in sales, despite the improvement of cost efficiency
Social Infrastructure	 Won large orders in the social system business Achieved profit target by enhancing project management and cost reductions
Personal Solutions	 <u>Sluggish sales in the mobile terminal business under tough competition</u> Fell slightly short in profit due to sluggish sales, despite cost reductions
Others	 Reduced staff cost and others



Net income exceeded the original plan although operating income and ordinary income fell short (Sales were almost flat year on year excluding the former NEC Electronics)

- Operating income for 2Q was profitable in all segments
 - Operating income for 1H was profitable in all segments except Platform (Platform in 1H : operating loss -1.5 billion yen, improvement by 11.9 billion yen year on year)
 - Both sales and operating income fell short in Carrier Network, IT Services and Personal Solutions
- Achieved a net income surplus in 2Q (16.1 billion yen) Achievements
 - Absorbed the equity in losses of Renesas Electronics, an equity method affiliate

Significant progress in cloud business, global business Achievements and new business, which are key areas for achieving V2012

Page 9





Challenges

Achievements

II. Financial Forecast for FY11/3

Business Operation Policy for FY2010

FY2010 is the first year toward achieving "V2012"

V2012 is a program for personal and organizational innovation

In order for FY2010 to successfully move towards V2012, we need to be vigilant in our observation and improvement of 3 mid-term growth plan measures

Expand <u>Global business</u> in 5 regions

Expand <u>Cloud business</u> (integrated IT/NW Solutions)

Expand <u>New business</u>

(e.g.) automotive battery business, new personal devices etc.

Aim for 100 billion yen in operating income and 15 billion yen in net income

* Forecast as of Oct 28, 2010



Summary of Financial Forecast for 2H/Full Year

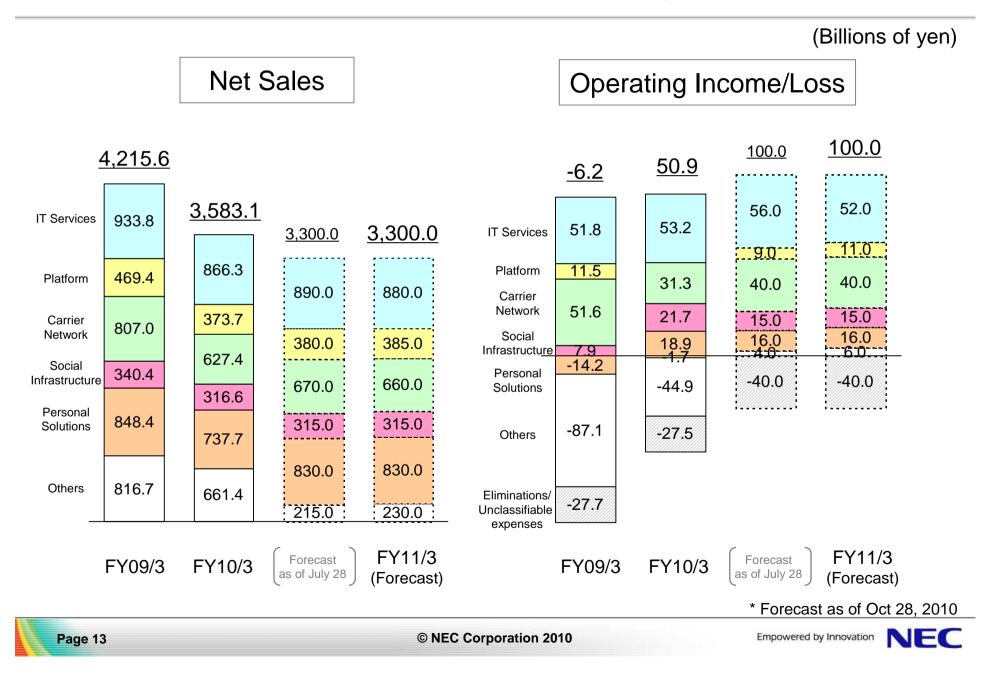
(Billions of Yen)

	2nd	Half <oct -="" n<="" th=""><th>Mar></th><th></th><th></th><th>Difference</th></oct>	Mar>			Difference	
	FY10/3	FY11/3	YoY	FY10/3	FY11/3	YoY	from
	Actual	Forecast(*)	TOT	Actual	Forecast(*)	TOT	Jul 28
Net Sales	1,929.5	1,830.8	-5.1%	3,583.1	3,300.0	-7.9%	0.0
Operating Income	88.6	98.9	10.3	50.9	100.0	49.1	0.0
% to Net Sales	4.6%	5.4%		1.4%	3.0%		
Ordinary Income	99.3	77.3	-22.0	49.4	55.0	5.6	-15.0
% to Net Sales	5.1%	4.2%		1.4%	1.7%		
Net Income	55.0	42.0	-13.0	11.4	15.0	3.6	0.0
% to Net Sales	2.9%	2.3%		0.3%	0.5%		
Net Income per share(Yen)				5.04	5.77	0.73	0.00
Free Cash Flow	147.4	52.8	-94.6	93.6	-50.0	-143.6	0.0

(Ref): Assumed exchange rate for 2H of FY11/3 1\$=¥80, 1€=¥115

* Forecast as of Oct 28, 2010

Financial Forecast for Full Year by Segment



(Billions of Yen)

Summary of Financial Forecast by Segment

		2nd	Half <oct -="" m<="" td=""><td>lar></td><td></td><td>Full Year</td><td></td><td>Difference</td></oct>	lar>		Full Year		Difference
		FY10/3	FY11/3	YoY	FY10/3	FY11/3	YoY	from
		Actual	Forecast(*)		Actual	Forecast(*)		Jul 28
	Net Sales	489.0	509.0	4.1%	866.3	880.0	1.6%	-10.0
IT Services	Operating Income	43.6	48.5	4.8	53.2	52.0	-1.2	-4.0
	% to Net Sales	8.9%	9.5%		6.1%	5.9%		
	Net Sales	207.5	208.2	0.3%	373.7	385.0	3.0%	5.0
Platform	Operating Income/Loss	11.8	12.5	0.8	-1.7	11.0	12.7	2.0
	% to Net Sales	5.7%	6.0%		-	2.9%		
Carrier	Net Sales	318.8	389.0	22.0%	627.4	660.0	5.2%	-10.0
Network	Operating Income	19.0	33.0	14.1	31.3	40.0	8.7	0.0
INELWOIK	% to Net Sales	5.9%	8.5%		5.0%	6.1%		
Social	Net Sales	186.9	177.1	-5.2%	316.6	315.0	-0.5%	0.0
Infrastructure	Operating Income	19.0	11.0	-8.0	21.7	15.0	-6.7	0.0
IIIIIastructure	% to Net Sales	10.2%	6.2%		6.9%	4.8%		
Personal	Net Sales	375.4	437.9	16.7%	737.7	830.0	12.5%	0.0
Solutions	Operating Income	10.7	13.1	2.5	18.9	16.0	-2.9	0.0
Solutions	% to Net Sales	2.8%	3.0%		2.6%	1.9%		
	Net Sales	351.8	109.5	-68.9%	661.4	230.0	-65.2%	15.0
Others	Operating Income/Loss	-7.3	3.0	10.3	-44.9	6.0	50.9	2.0
	% to Net Sales	-	2.7%		-	2.6%		
Eliminations/ Unclassifiable expenses	Operating Loss	-8.0	-22.2	-14.1	-27.5	-40.0	-12.5	0.0
	Net Sales	1,929.5	1,830.8	-5.1%	3,583.1	3,300.0	-7.9%	0.0
Total	Operating Income	88.6	98.9	10.3	50.9	100.0	49.1	0.0
	% to Net Sales	4.6%	5.4%		1.4%	3.0%		

* Forecast as of Oct 28, 2010

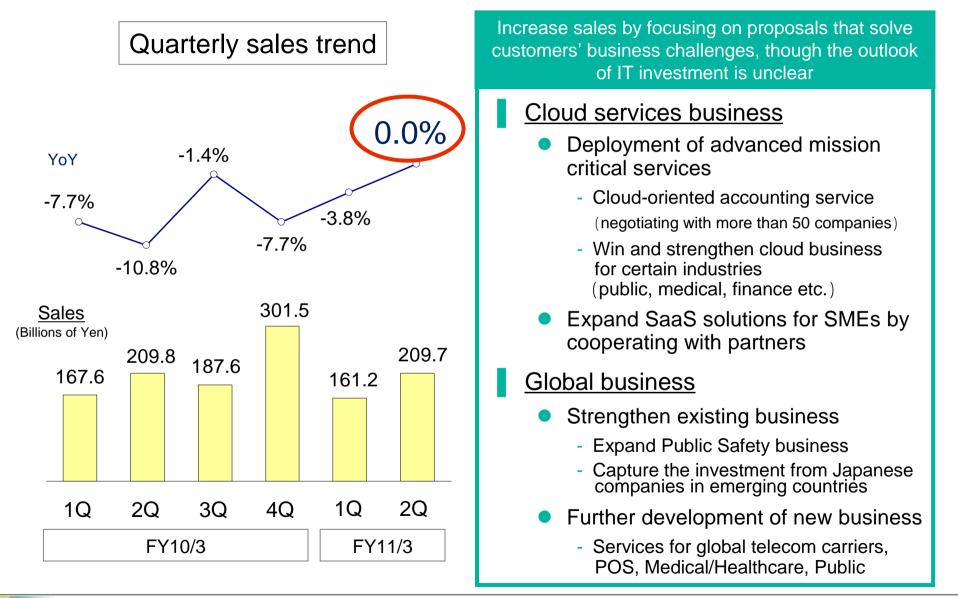


Key Points in 2H for Achieving FY2010 Forecast

IT Services	 Increase sales by focusing on proposals to solve customers' business challenges, although the outlook of IT investment is unclear Strengthen a leaner earnings structure through SI Innovation (improve gross profit margin, reduce costs)
Platform	 Expand sales through proposal with both IT and networks Maintain profitability through continual cost reductions and improved product quality
Carrier Network	 Expand sales in four key business areas, secure existing business areas Maintain and strengthen a leaner earnings structure
Social Infrastructure	 Enter into growing markets (e.g. digitalization projects), expand market share Improve profitability by enhancing PJ management and cost reduction
Personal Solutions	 Launch smartphones for overseas markets, new devices and vertically integrated business Thorough implementation of low cost operations
Smart Energy and Green Business	 Full-scale deployment of automotive lithium-ion rechargeable battery business Create new business focusing on Smart Grids



Key Measures for 2H in IT Services Business





IT Services Business Situation by Sector

Focus on improving sectors such as finance and manufacturing, though the outlook of IT investment is unclear

Sector	Key focus area
Government	 Win large scale projects, "New Growth Strategy" and economic policy related business Further expansion of public safety business based on superior biometrics technology
Public/Medical	 Expand market share by proposing to restructure mission critical systems, including utilization of cloud technology Further development of new business by the cooperation with global partners
Finance	 Propose large scale services such as systems designed for joint use. Strengthen sales of the next-generation store terminals Further expansion of global business centered on Asia (e.g. SWIFT(*1) connecting service)
Telecom/Media	 Horizontal deployment of cloud business for global telecom carriers. Win large scale projects in Digital signage Strengthen proposals for mission critical systems for domestic telecom carriers and broadcasters
Manufacturing	 Expand cloud-oriented accounting services, further expand SaaS service menus for certain industries Expand business in Greater China and APAC by focusing on local businesses in addition to business with Japanese companies abroad
Retail/Service	 Expand service businesses such as the NeoSarf series and integrated cloud services for the hotel industry Develop global markets by launching POS systems

*1 Common network for interbank cash transfer, settlement etc.



Key Measures for 2H in Carrier Network Business

Expand sales in 4 key business areas and secure existing areas

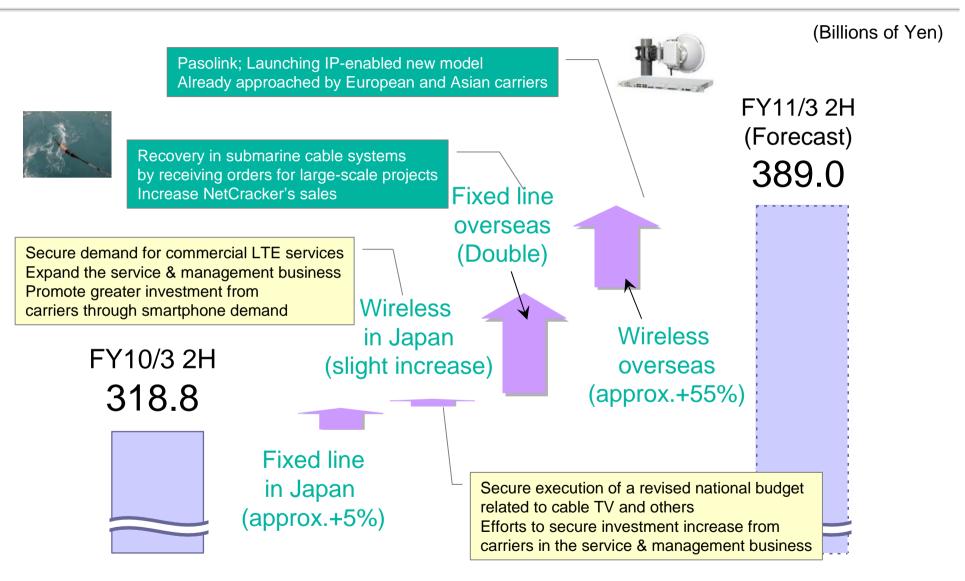
- Business expansion in Mobile Backhaul and Submarine Cable Systems
- Seek business opportunities backed by increases in data traffic

4 Key Business Areas	Market Trends	Key Measures
Wireless Broadband Access	 Increase data traffic Widespread use of Smartphones Expect investment for entering into mobile broadcasting 	 Secure execution of LTE in Japan, WiMAX and Femtocell Develop projects in overseas markets
Mobile Backhaul	 Increase 3G demand in India Invest in emerging countries 	 Increase sales by launching new models of PASOLINK
Submarine Cable System	 Continual increase in cable line demand Examination of several new projects underway 	 Sign the contract for a large scale project that has been delayed as soon as possible
Service & Management	 Increased demand for reduced OPEX Increased demand for value added services 	 Expand NetCracker business and accelerate the creation of synergies with NetCracker Win and execute Service platform projects that contribute to increased ARPU
		ARPU: Average Revenue per User

Page 18



Carrier Network Business

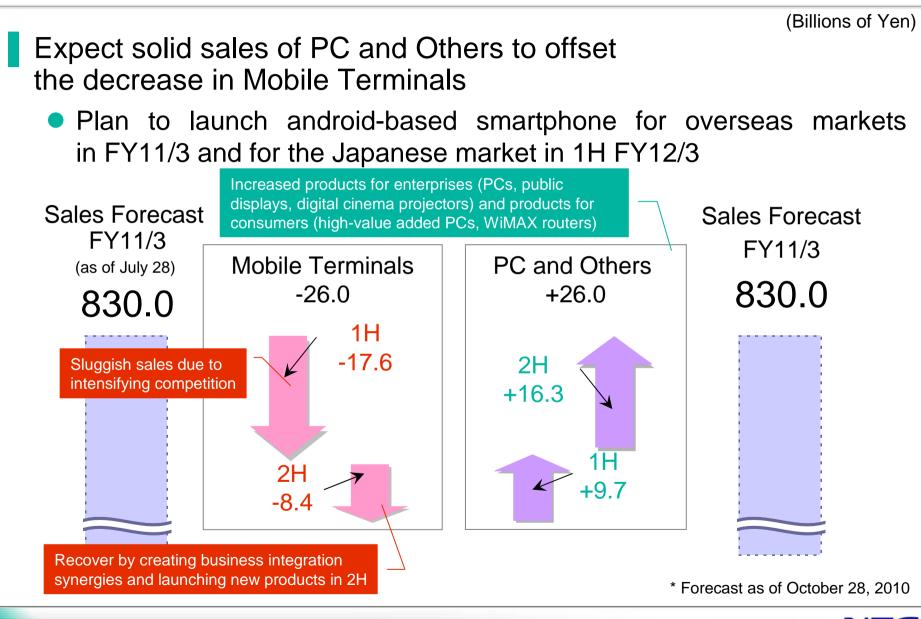


* Forecast as of October 28, 2010





Personal Solutions Business



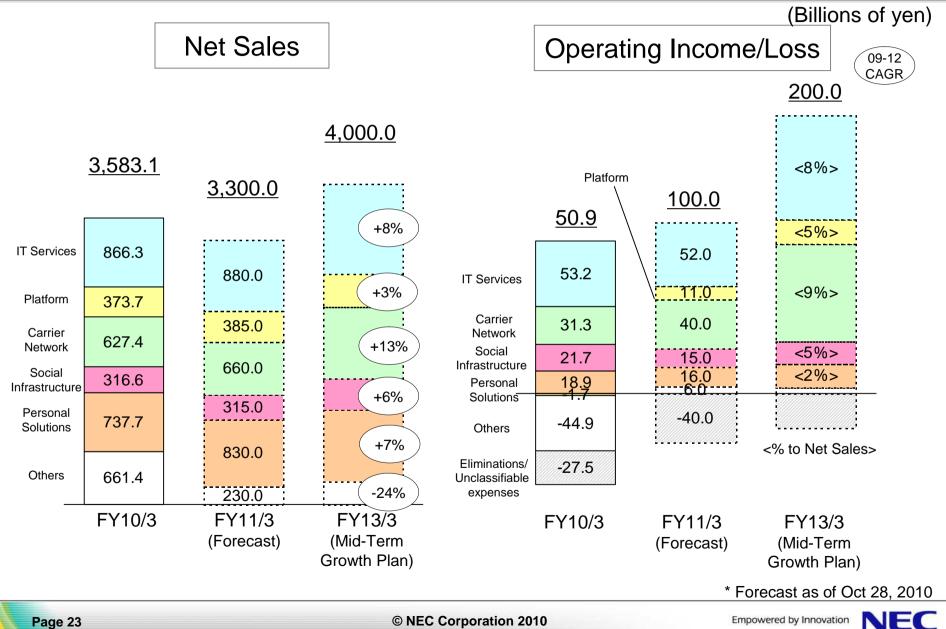
III. Progress of Mid-term Growth Plan "V2012"

NEC Group Vision 2017 and V2012



NEC Group Vision 2017

Ref: Mid-Term Growth Plan by Segment (New Segment Basis)



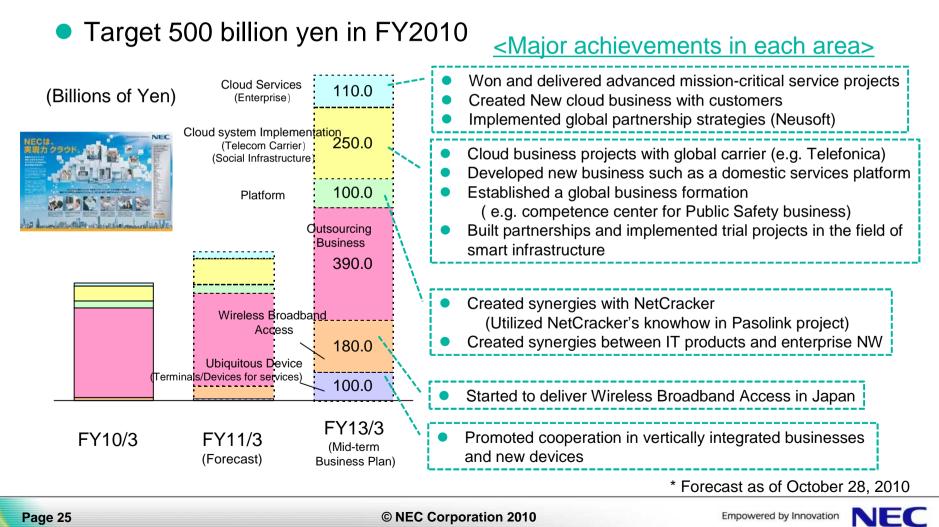
Page 23

Key Business areas and FY2010 target for achieving V2012

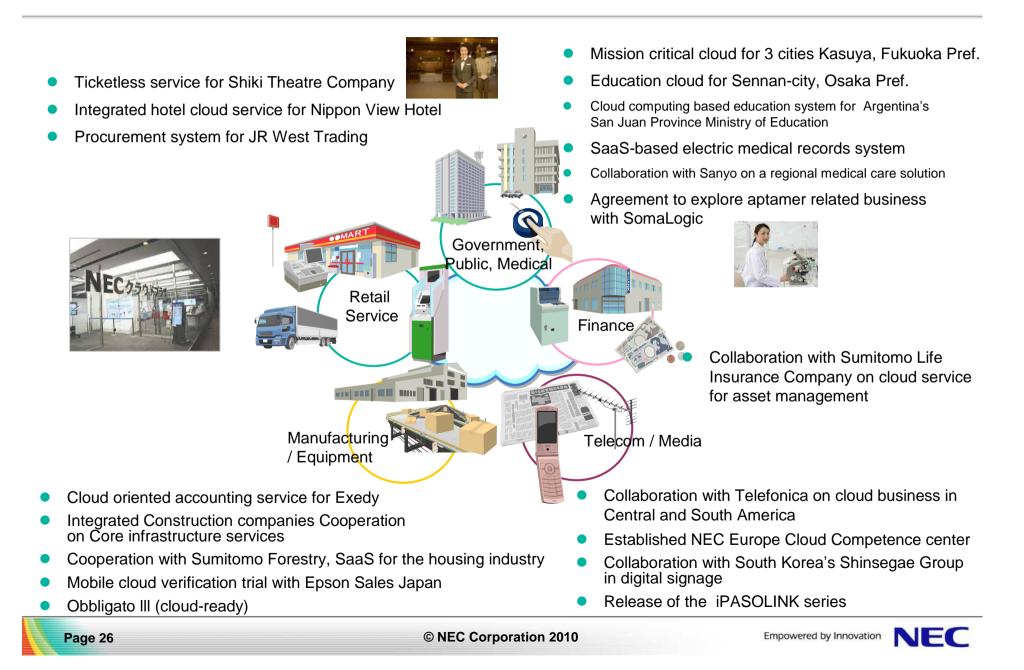
Key Business areas	FY2010 Target					
Cloud	 In Japan> Make a concrete plan to implement the C&C cloud strategy, including social and career clouds Win and implement advanced projects and clarify a service business model 					
	 Overseas> Establish business formation to expand global cloud business, Build relationships with customers through demonstrations/trials Secure solid industry positioning 					
Global	 Establish a 5 region structure and competence centers for growth Clarify key business areas, the strategy for each region, and build up business achievements 					
New business	 <battery></battery> Start mass production of automotive electrode Secure solid market position and find partners in the field of Smart infrastructure 					
Buoincoo	<devices> Create business models through customer partnerships </devices>					



Aim for 1 trillion yen in sales with "C&C Cloud Strategy" related business



Cloud Business Activities / Achievements



Cloud

Acceleration of C&C Cloud Strategy

Established "Cloud Business Strategy Office"

- Develop a service business model through project demonstrations
- Promote cloud business by quick responses to company-wide issues
 - Accelerate the commercialization of the cloud in the field of Public infrastructure
 - New infrastructure
 - e.g. Smart City, Smart Grid, Public Safety, intelligent buildings, transportation, and public services
 - Cloud services collaborating with new infrastructure
 e.g. health care, central and local government, education, transportation and others









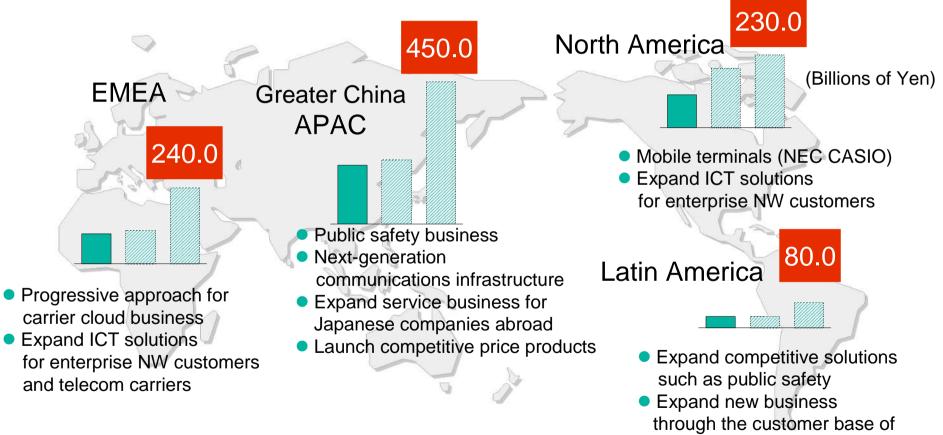


telecom carriers

Progress of "Global Business Expansion"

Aim for 1 trillion yen in overseas sales (25% of total sales)

• Aim for 560 billion yen, approx. 17% of total sales in FY 11/3



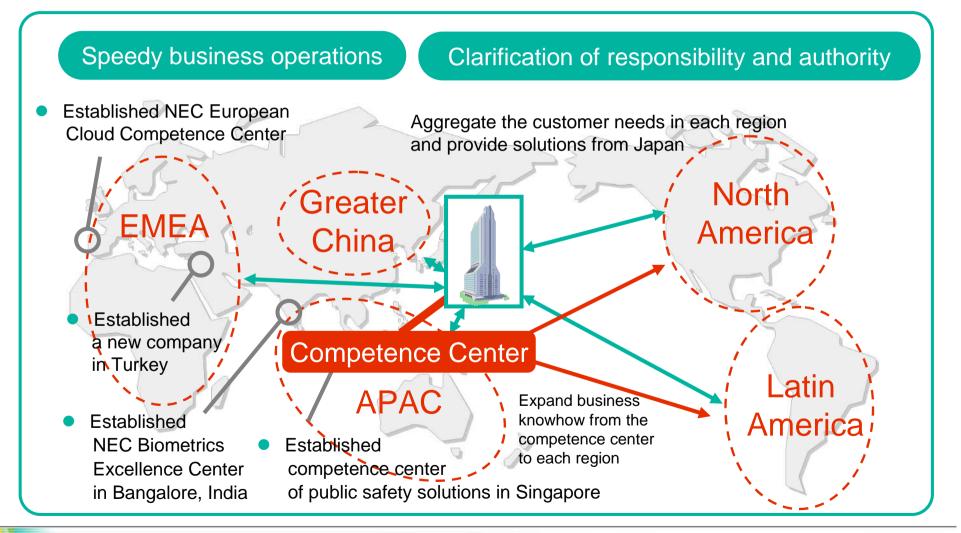
*Forecast as of October 28, 2010 (the numbers of the graphs indicate from left, FY10/3 (excluding the former NEC Electronics), FY11/3 forecast, FY12/3 mid-term growth plan)



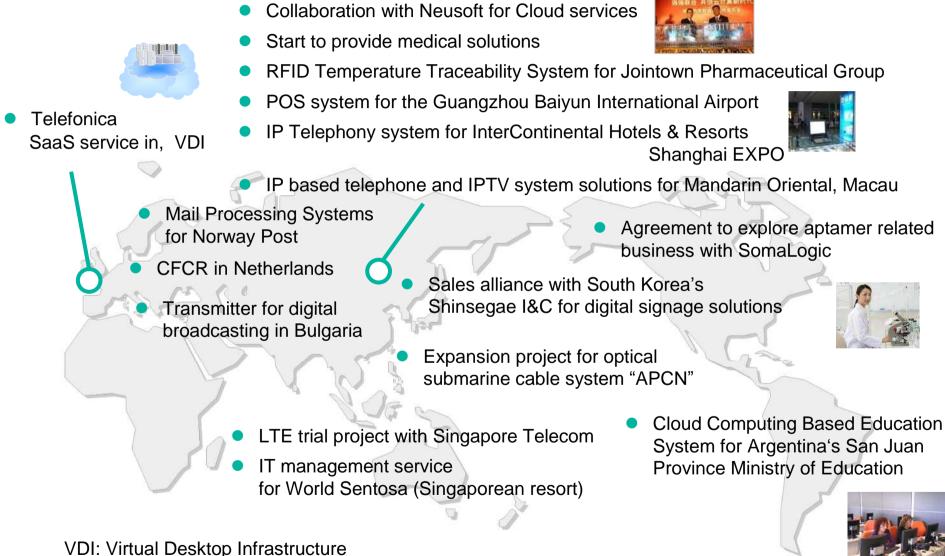
Global

One NEC formation in 5 regions

The One NEC formation was already established in 4 regions The One NEC formation in 5 regions will be completed by next April



Global Business Activities / Achievements

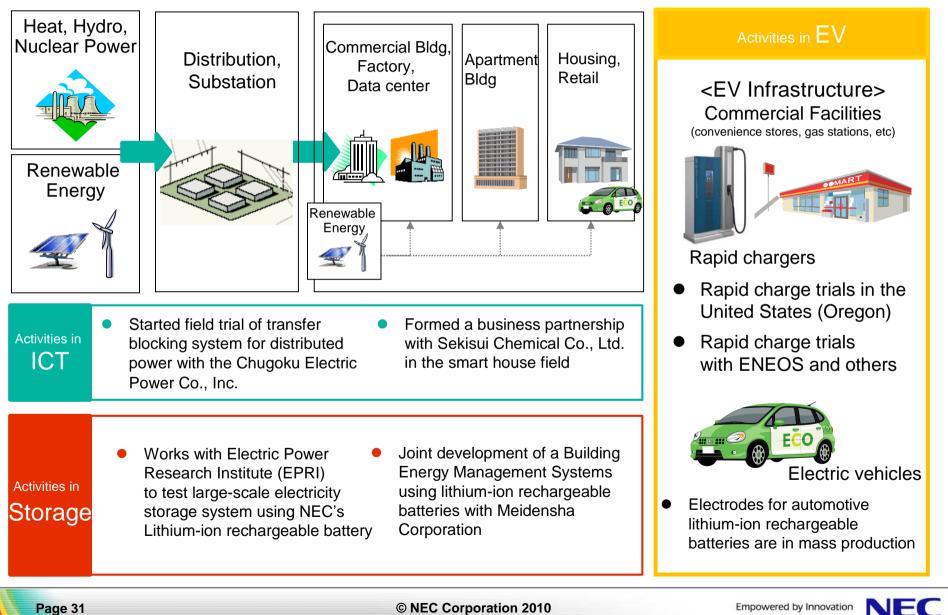


CFCR: Culler Facer Cancelling and Revenue protection system





New Business Activities (Battery, Smart Grid)



New devices and vertically integrated services

Commercialize new devices and vertically integrate services by approaching and cooperating with major potential customers



Next Actions for Achieving V2012

Reducing the obstacles to business achievement, making a concrete plan to implement measures and accelerating the speed of execution

Cloud	 Investment in expanding cloud business Promote data center and Platform strategies Launch CODC (Cloud oriented data center) business Horizontal expansion of carrier cloud business Entry into overseas markets with Wireless Broadband Access
Global	 Promote partnerships Enhance global development systems, human resources and marketing
New Business	 <battery></battery> Expand production capabilities to meet growing demand Accelerate to develop new business in the field of Smart Grid <devices></devices> Additional concrete examples of vertically integrated businesses



Summary

To achieve the financial forecast

- "Outward efforts"
 - Strive to increase "top line" sales by capturing market opportunities
- "Inward efforts"

Improve gross profit ratio and efficiency of business operations

Accelerate the implementation of concrete measures

- in the key areas for achieving V2012
 - Build up concrete results step by step in the cloud business, global business and new business
 - Focus on developing new business for future growth

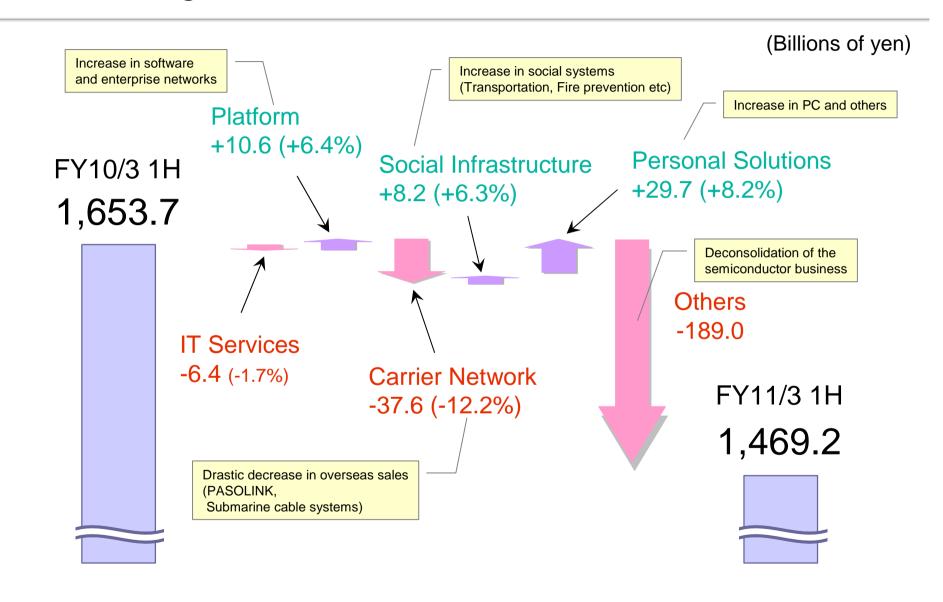
Implement speedy business operations for achieving the FY11/3 forecast as the first year of V2012

Empowered by Innovation



Financial Results for the 1H of the Fiscal Year Ending March 31, 2011 (appendix)

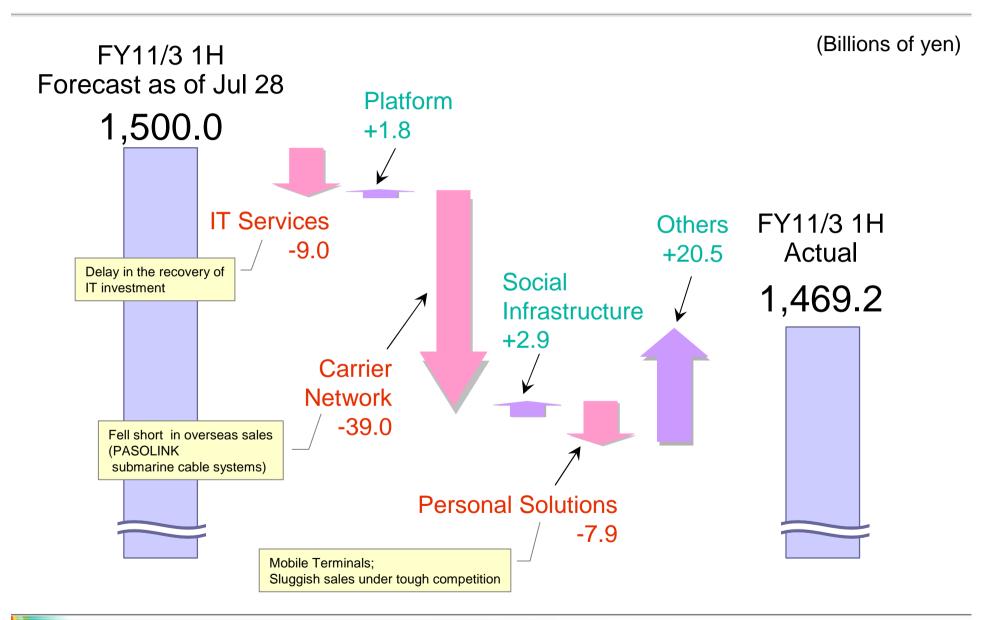
Sales Change (Year on Year)





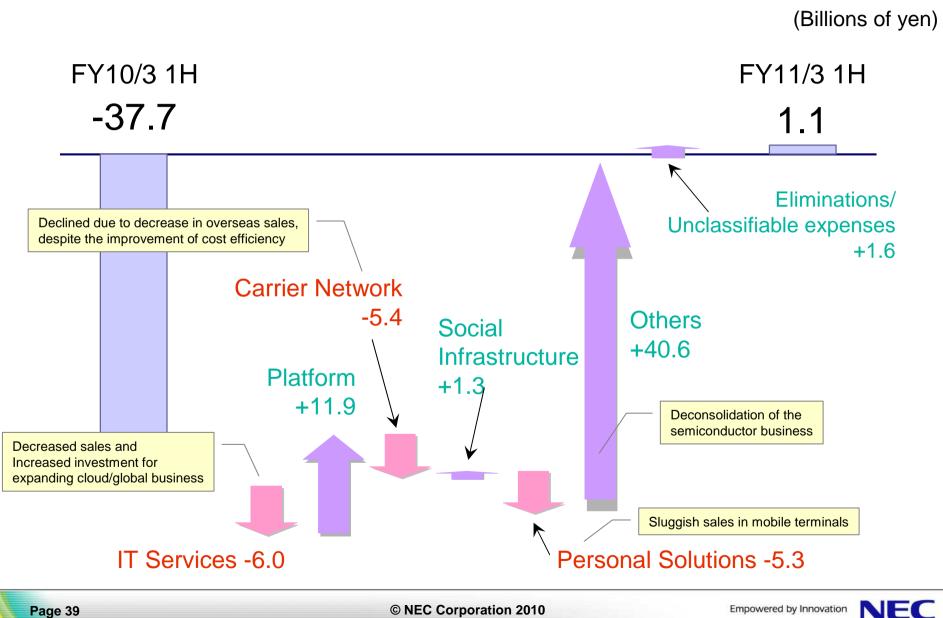
Page 37

Sales Change (Difference from Jul 28)



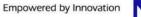


Operating Income/Loss Change (Year on Year)

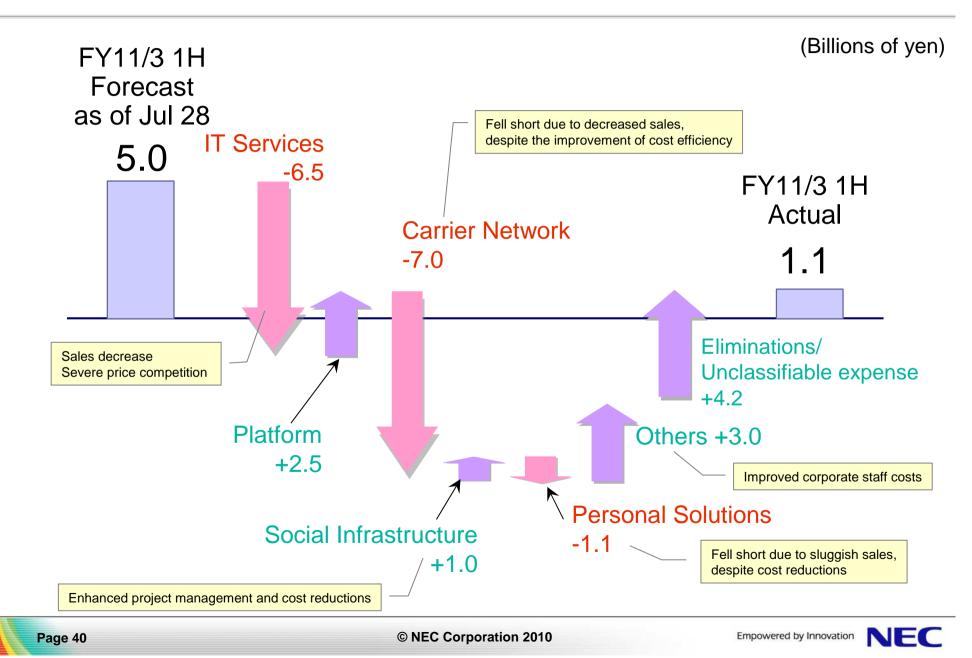


Page 39

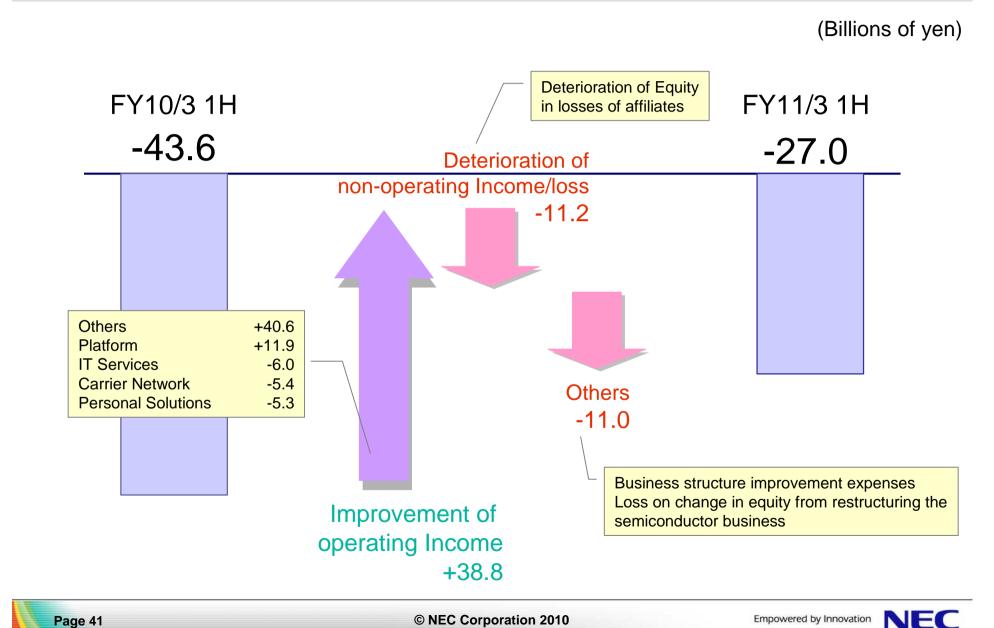
© NEC Corporation 2010



Operating Income/Loss Change (Difference from Jul 28)

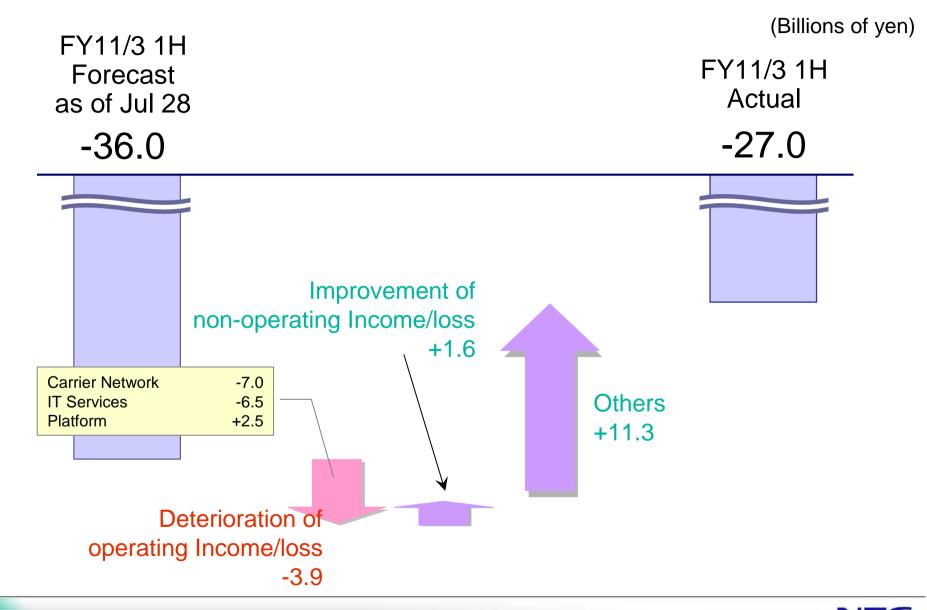


1H



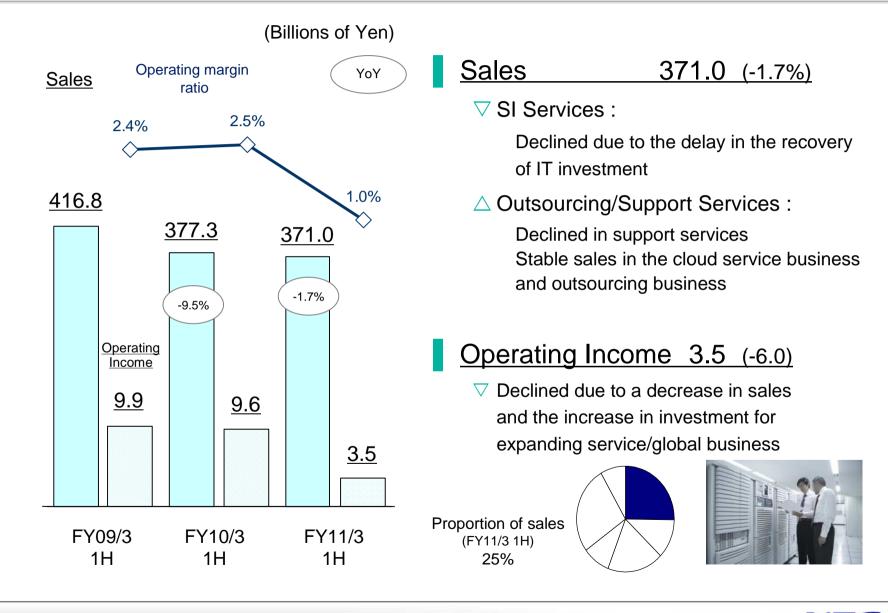
Empowered by Innovation

Net Loss Change (Difference from Jul 28)



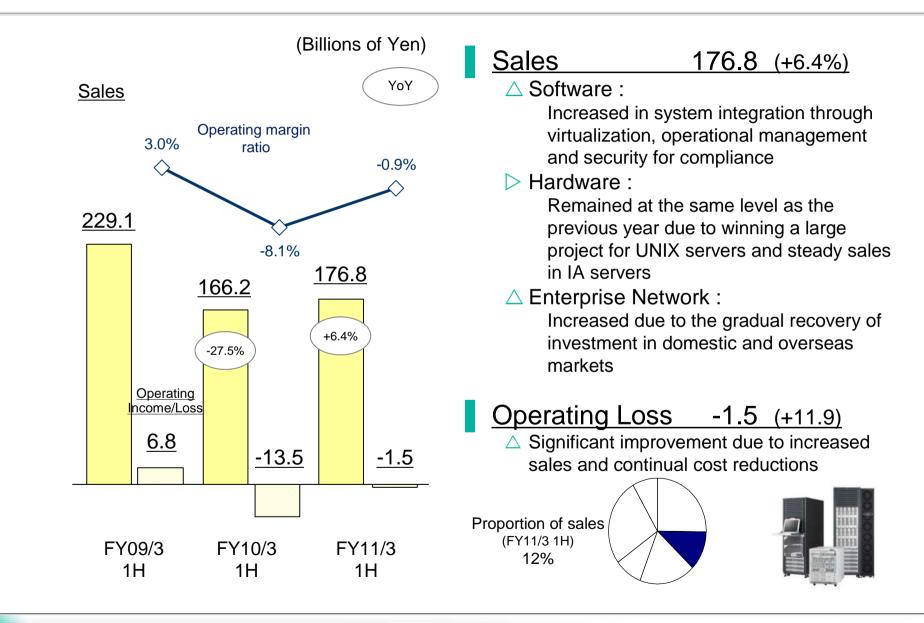
Results by Segment

IT Services Business



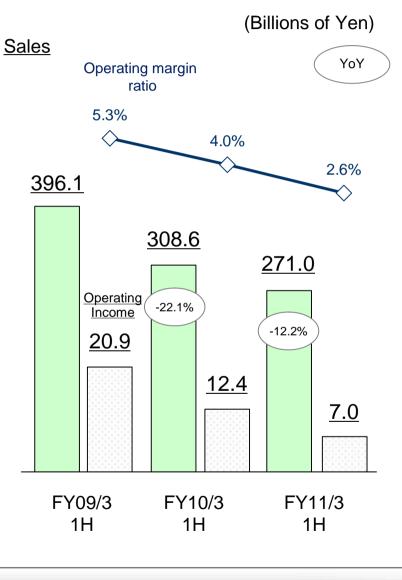
Platform Business

Page 45



NEC

Carrier Network Business



271.0 (-12.2%)

▷ Japan:

Same level as last year: Increased in wireless business due to CAPEX backed by increasing data traffic, despite decreases in fixed line business due to peak out NGN investment

∇ Overseas :

Declined due to the delay in the signing of a submarine cable system contract and a decrease in Pasolink sales

Operating Income 7.0 (-5.4)

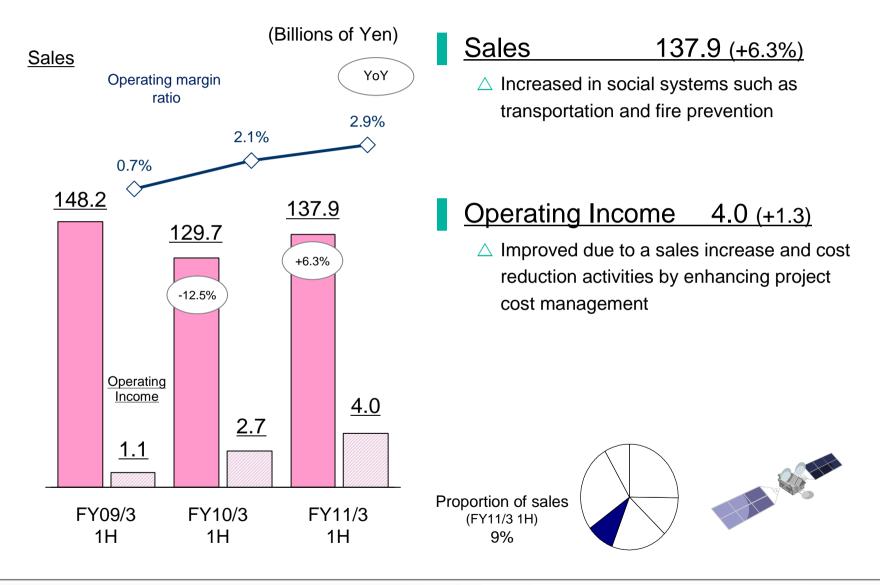
▽ Declined due to an overseas sales decrease, despite enhancing cost reduction activities

Proportion of sales (FY11/3 1H) 18%



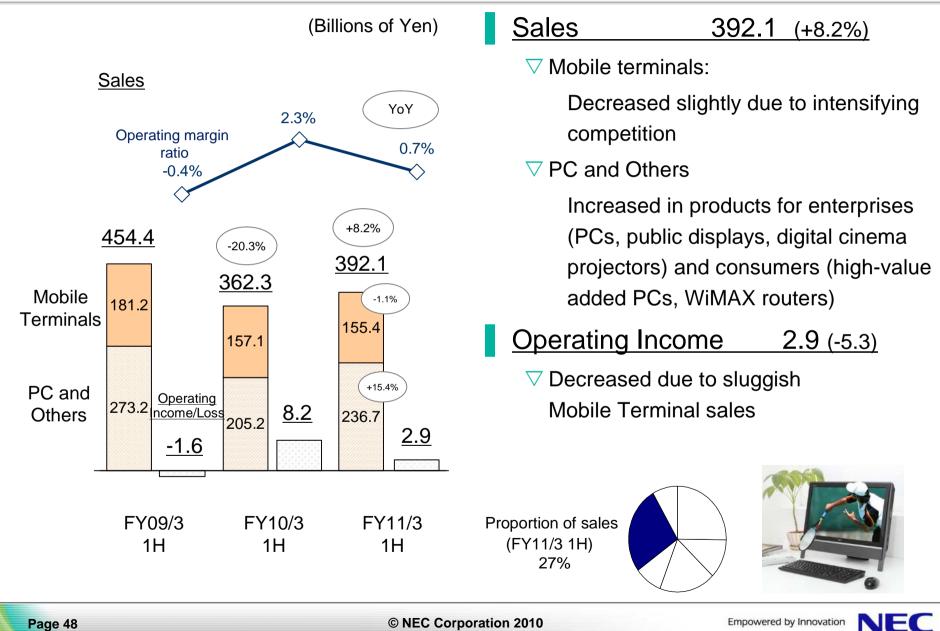


Social Infrastructure Business





Personal Solutions Business



(Billions of)	(en)
----------------	------

	End of Mar 2010	End of Sep 2010	Difference from Mar 2010
Total Assets	2,937.6	2,522.1	-415.5
Net Assets	931.9	853.8	-78.2
Interest-bearing debt	729.5	618.6	-110.9
Shareholder's Equity Equity ratio(%)	790.9 26.9%	735.4 ^{29.2%}	-55.5 2.3pt
D/E ratio	0.92	0.84	0.08pt
Net D/E ratio	0.50	0.63	-0.13pt



<Ref.> Capital Expenditures and Others

	FY09/3	FY10/3	YoY	YoY FY11/3 YoY	YoY	Difference from
	Actual	Actual	. • .	Forecast		Jul 28
Capial Expenditure	103.1	83.1	-19.4%	75.0	-9.7%	0.0
Depreciations	133.6	111.2	-16.8%	75.0	-32.6%	0.0
R&D expenses	346.5	276.0	-20.3%	200.0	-27.5%	0.0

(Billions of Yen)

(Billions of Yen)

	FY10/3 1H Actual		FY11/3 1H Actual	YoY	
R&D expenses	143.0	-21.4%	90.8	-36.5%	



* Forecast as of Oct 28, 2010



			1st F	lalf <apr -="" s<="" td=""><td></td></apr>		
			FY10/3	FY11/3	YoY	Major countries and regions
			Actual	Actual	101	
	Asia	Net Sales	157.5	83.1	-47.2%	China, Chinese Taipei, India,
	ASIA	To consolidated total sales ($\%$)	9.5%	5.7%		Singapore and Indonesia
	Europe	Net Sales	81.7	50.5	-38.2%	UK,France,Netherlands,
		To consolidated total sales ($\%$)	4.9%	3.4%		Germany, Italy and Spain
	Others	Net Sales	111.7	109.4	-2.0%	U.S.A
		To consolidated total sales ($\%$)	6.8%	7.4%		S A
	Total	Net Sales	350.9	243.0	-30.7%	5
		To consolidated total sales ($\%$)	21.2%	16.5%	1	
				Ju .		

* Sales, based on the location of customers, are classified by country or region

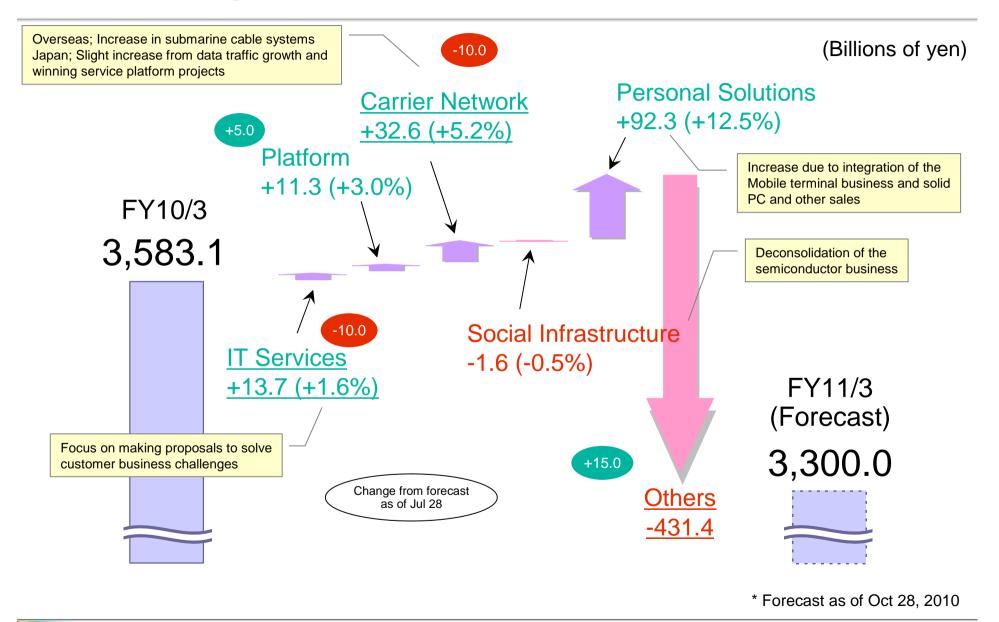
1H



Full Year Forecast for FY11/3 (appendix)

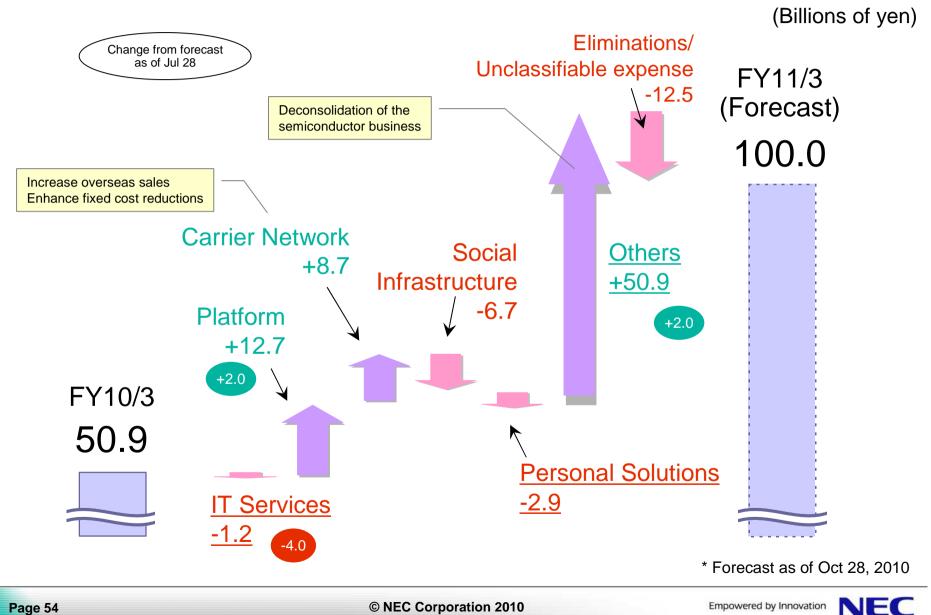
Forecast

Sales Change (Year on Year)

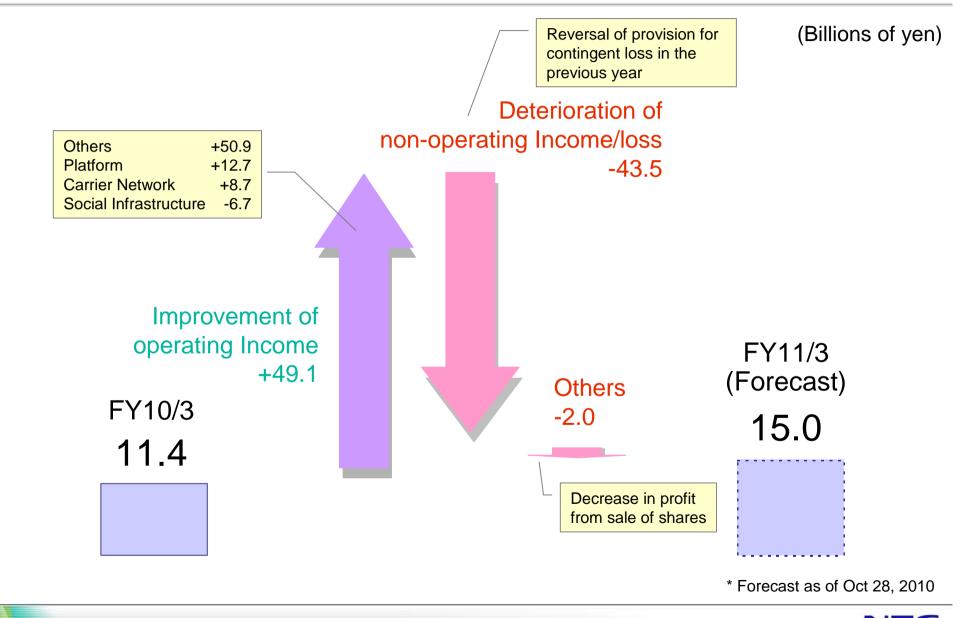




Operating Income/Loss Change (Year on Year)



Net Income Change (Year on Year)



Empowered by Innovation



Forecast by Segment

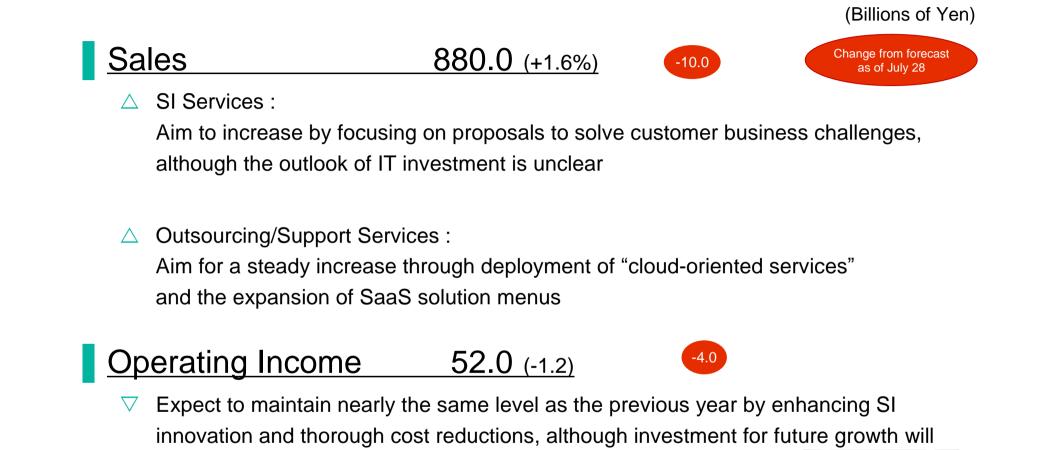
IT Services Business

(Billions of Yen) 2H **Full Year** Sales Sales Operating margin 9.5% YoY ratio Operating margin 8.9% ratio 6.1% 5.9% 8.1% 5.6% <u>933.8</u> <u>517.0</u> <u>509.0</u> 880.0 866.3 489.0 +1.6% -7.2% +4.1% Operating -5.4% Operating Income Income 48.5 53.2 52.0 51.8 43.6 42.0 FY09/3 FY10/3 FY11/3 FY09/3 FY10/3 FY11/3 2H 2H 2H (forecast) (Forecast) * Forecast as of Oct 28, 2010 © NEC Corporation 2010 Empowered by Innovation

Page 57

increase

IT Services Business



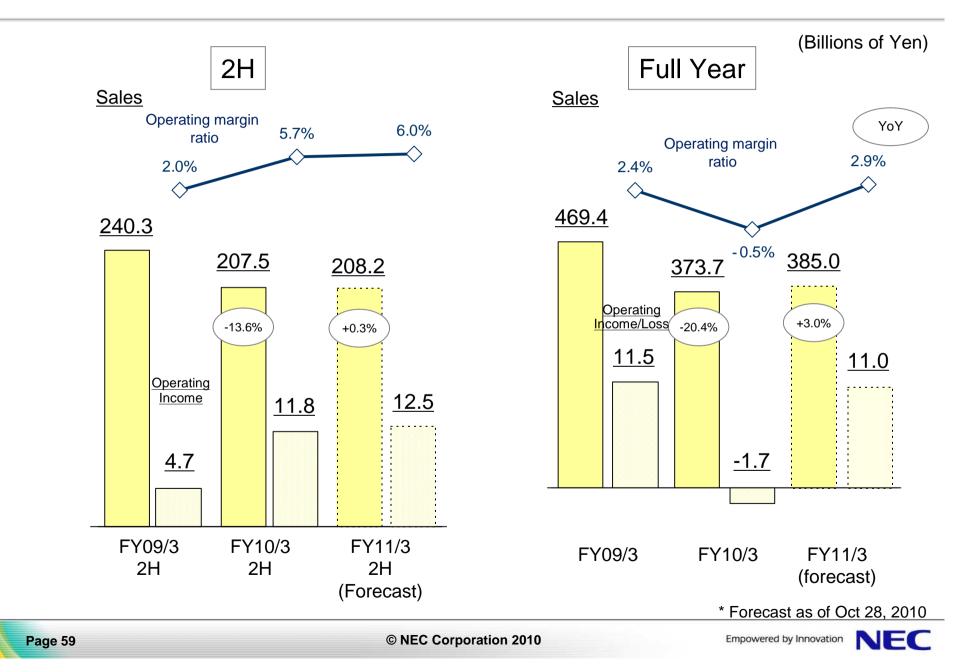
* Forecast as of Oct 28, 2010

Empowered by Innovation



Platform Business

Forecast



∧ Software ·

Sales

Platform Business

Expect a decline due to the shift to low-price products, despite an increase in IA servers and Thin-client systems

385.0 (+3.0%)

+5.0

+2.0

\triangle Enterprise Network :

Aim to increase by focusing on areas where customers invest aggressively e.g. cost reduction, global sales expansion

Operating Income 11.0 (+12.7)

Expect to improve significantly through an increase in sales Δ and continual cost reductions

* Forecast as of Oct 28, 2010

(Billions of Yen)



Change from forecast

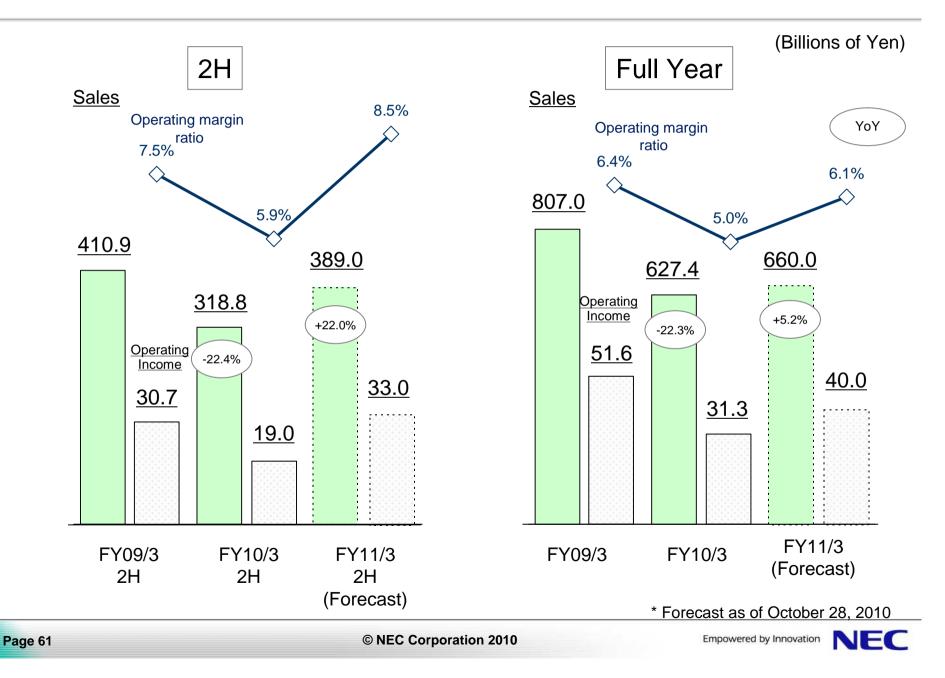
as of Julv 28





Forecast

Carrier Network Business



Change from forecast as of Jul 28

-10.0

Carrier Network Business



660.0 (+5.2%)

 \triangle In Japan;

Focus on business opportunities supported by increased data traffic from the rapid spread of smartphones Secure and execute service platform projects

- △ Aim to increase through orders for large-scale Submarine Cable System projects
- PASOLINK: Expect the same level as last year by launching new IP-enabled products

Operating Income 40.0 (+8.7)

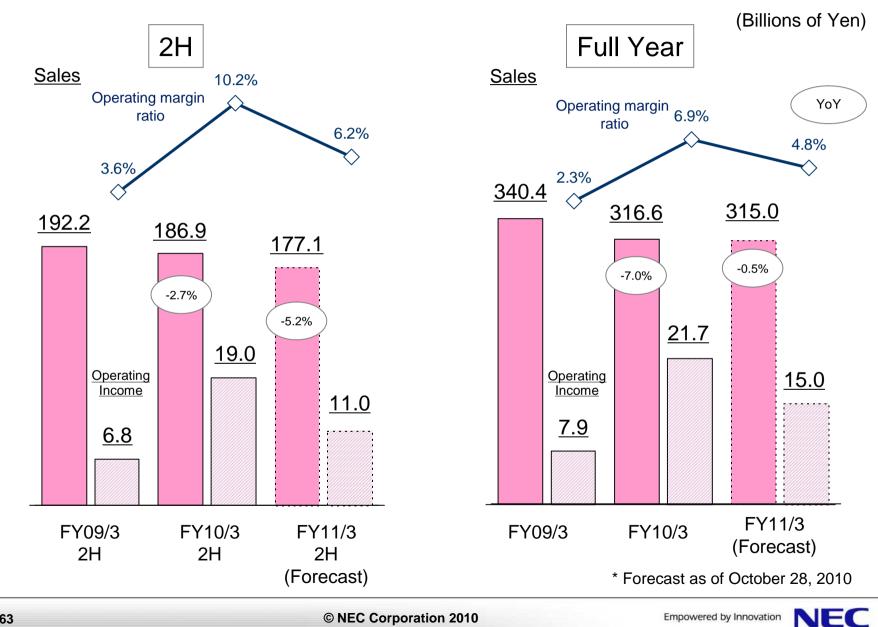
△ Aim to increase profit from the recovery of overseas sales and enhancing fixed cost reductions



* Forecast as of October 28, 2010



Social Infrastructure Business



<u>Sales</u>

315.0 (-0.5%)

Expect same level as last year due to an increase in social systems field projects such as transportation and fire prevention, despite the severe situation in aerospace and defense systems

Operating Income 15.0 (-6.7)

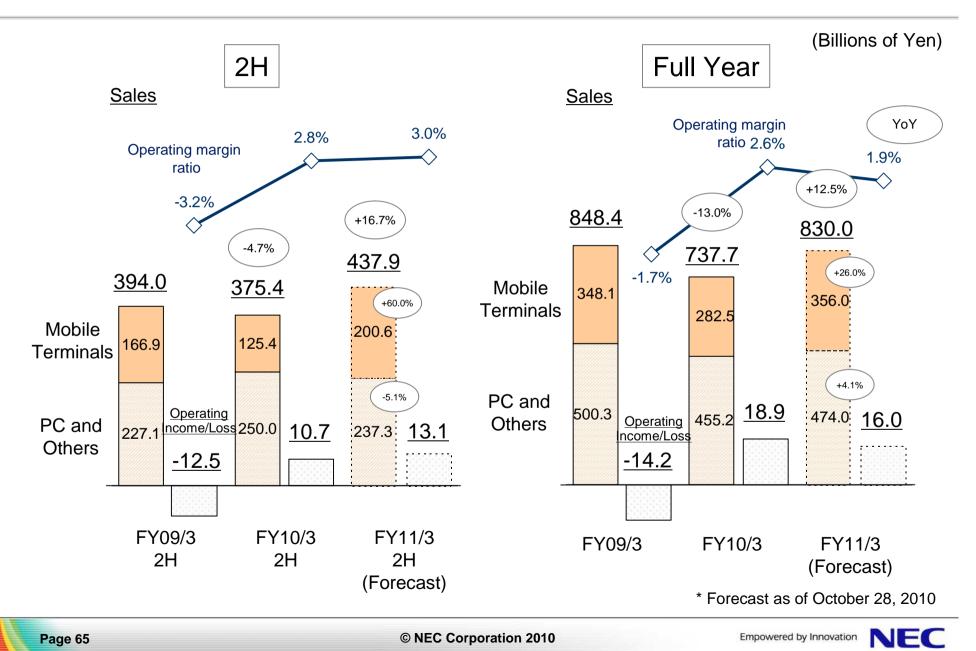
Expect a decline due to a decrease in profitable projects compared with the previous year, despite enhancing cost reduction activities such as project cost management



* Forecast as of October 28, 2010



Personal Solutions Business



Personal Solutions Business

Sales 830.0 (+12.5%)

 \triangle Mobile Terminals :

Expect an increase due to the business integration of Mobile Terminals and the launch of new products in 2H

 \triangle PC and Others :

Expect an increase in products for enterprises (PCs, public displays, digital cinema projectors) backed by a market revival and an increase in products for consumers (high-value added PCs, WiMAX routers) backed by steady demand

Operating Income 16.0 (-2.9)

Expect a decrease due to an increase in development costs for new devices such as LifeTouch and smartphones, despite the improvement of fixed cost reductions and development efficiency



* Forecast as of October 28, 2010





CAUTIONARY STATEMENTS:

This material contains forward-looking statements pertaining to strategies, financial targets, technology, products and services, and business performance of NEC Corporation and its consolidated subsidiaries (collectively "NEC"). Written forward-looking statements may appear in other documents that NEC files with stock exchanges or regulatory authorities, such as the Director of the Kanto Finance Bureau, and in reports to shareholders and other communications. NEC is relying on certain safeharbors for forward-looking statements in making these disclosures. Some of the forward-looking statements can be identified by the use of forward-looking words such as "believes," "expects," "may," "will," "should," "seeks," "intends," "plans," "estimates," "targets," "aims," or "anticipates," or the negative of those words, or other comparable words or phrases. You can also identify forward-looking statements by discussions of strategy, beliefs, plans, targets, or intentions. Forward-looking statements necessarily depend on currently available assumptions, data, or methods that may be incorrect or imprecise and NEC may not be able to realize the results expected by them. You should not place undue reliance on forward-looking statements, which reflect NEC's analysis and expectations only. Forward-looking statements are not guarantees of future performance and involve inherent risks and uncertainties. A number of important factors could cause actual results to differ materially from those in the forward-looking statements. Among the factors that could cause actual results to differ materially from such statements include (i) global economic conditions and general economic conditions in NEC's markets, (ii) fluctuating demand for, and competitive pricing pressure on, NEC's products and services, (iii) NEC's ability to continue to win acceptance of NEC's products and services in highly competitive markets, (iv) NEC's ability to expand into foreign markets, such as China, (v) regulatory change and uncertainty and potential legal liability relating to NEC's business and operations, (vi) NEC's ability to restructure, or otherwise adjust, its operations to reflect changing market conditions, (vii) movement of currency exchange rates, particularly the rate between the yen and the U.S. dollar, (viii) the impact of unfavorable conditions or developments, including share price declines, in the equity markets which may result in losses from devaluation of listed securities held by NEC, and (iv) impact of any regulatory action or legal proceeding against NEC. Any forward-looking statements speak only as of the date on which they are made. New risks and uncertainties come up from time to time, and it is impossible for NEC to predict these events or how they may affect NEC. NEC does not undertake any obligation to update or revise any of the forward-looking statements, whether as a result of new information, future events, or otherwise. The management targets included in this material are not projections, and do not represent management's current estimates of future performance. Rather, they represent targets that management will strive to achieve through the successful implementation of NEC's business strategies.

Finally, NEC cautions you that the statements made in this material are not an offer of securities for sale. Securities may not be offered or sold in any jurisdiction in which required registration is absent or an exemption from registration under the applicable securities laws is not granted.