Financial Results for Fiscal Year Ended March 31, 2012

April 27, 2012

NEC Corporation

(http://www.nec.co.jp/ir/en)
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II. Progress on Restructuring
III. Management Policy for FY13/3

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- Financial Forecasts for FY13/3 (Appendix)
- Reference (Financial data)
I. Financial Results for FY12/3
### Summary of Financial Results for FY12/3

#### Exceeded operating income forecast while sales fell short

(Billions of Yen)

<table>
<thead>
<tr>
<th></th>
<th>FY11/3 Actual</th>
<th>FY12/3 Actual</th>
<th>YoY</th>
<th>Difference from Jan 26</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Sales</strong></td>
<td>3,115.4</td>
<td>3,036.8</td>
<td>-2.5%</td>
<td>-63.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operating Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>57.8</td>
<td>73.7</td>
<td>15.9</td>
<td>3.7</td>
</tr>
<tr>
<td></td>
<td>1.9%</td>
<td>2.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Ordinary Income</strong></td>
<td>0.0</td>
<td>42.1</td>
<td>42.0</td>
<td>7.1</td>
</tr>
<tr>
<td></td>
<td>0.0%</td>
<td>1.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Loss</strong></td>
<td>-12.5</td>
<td>-110.3</td>
<td>-97.7</td>
<td>-10.3</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| **FCF**              | -112.6        | 34.2          | 146.7| 34.2                   |

(Ref): Average exchange rate for FY12/3 1$= ¥79.03, 1€= ¥109.43
(Average exchange rate for FY11/3 1$= ¥86.45, 1€=¥113.83)
Results for FY12/3 by Segment

(Billions of yen)

<table>
<thead>
<tr>
<th></th>
<th>Net Sales</th>
<th>Operating Income/Loss</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY10/3</td>
<td>FY11/3</td>
</tr>
<tr>
<td>IT Services</td>
<td>866.3</td>
<td>3,115.4</td>
</tr>
<tr>
<td>Platform</td>
<td>373.7</td>
<td>804.2</td>
</tr>
<tr>
<td>Carrier Network</td>
<td>627.4</td>
<td>375.8</td>
</tr>
<tr>
<td>Social Infrastructure</td>
<td>316.6</td>
<td>605.4</td>
</tr>
<tr>
<td>Personal Solutions</td>
<td>737.7</td>
<td>318.8</td>
</tr>
<tr>
<td>Others</td>
<td>661.4</td>
<td>766.5</td>
</tr>
<tr>
<td>Eliminations/Unclassifiable expenses</td>
<td>244.7</td>
<td>-27.5</td>
</tr>
</tbody>
</table>

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Sales Change (Year on Year)

<table>
<thead>
<tr>
<th>Segment</th>
<th>FY11/3 (Billions of Yen)</th>
<th>FY12/3 (Billions of Yen)</th>
<th>Difference from Jan 26</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT Services</td>
<td>+27.5 (+4.5%)</td>
<td>-2.7 (-0.9%)</td>
<td>Increase in four key businesses</td>
</tr>
<tr>
<td></td>
<td>+12.7 (+1.6%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carrier Network</td>
<td>+27.5 (+4.5%)</td>
<td>-47.0 (-13.8%)</td>
<td>Increase in social systems such as broadcasting, fire and disaster prevention</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-4.6 (-0.9%)</td>
<td>Deconsolidation of consumer PC business</td>
</tr>
<tr>
<td>Platform</td>
<td>-3.4 (-0.9%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social Infrastructure</td>
<td>+11.6 (+3.6%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal Solutions</td>
<td>-105.5 (-13.8%)</td>
<td>-14.0</td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td>-21.5</td>
<td>-63.2</td>
<td>Deconsolidation of LCD module business and impact of flood in Thailand in electronic component business</td>
</tr>
</tbody>
</table>

Note: Results FY12/3 (Billions of Yen)

Increase in central and local governments, medical and manufacturing sectors.
Operating Income/Loss Change (Year on Year)

**FY12/3** 73.7

Results

- **IT Services** +18.1
- **Carrier Network** +15.4
- **Platform** -3.6
- **Social Infrastructure** +1.6
- **Eliminations/Unclassifiable expense** -18.2

Sales increase, cost reduction and controlling loss-making projects

- **Personal Solutions** +2.9
- **Impact of flood in Thailand** +3.0
- **Increase in investment costs** -1.4

Difference from Jan 26

- **Sales increase in Japan and submarine cable systems** +1.1
- **Streamline R&D and cost reduction** +0.0
- **Others** +2.1

Decrease in sales, increase in cost caused by flood in Thailand

- **<Impact of flood>** 8.0
- **<Impact of flood>** 4.0
- **<Impact of flood>** 3.0

Sales increase, cost reduction and controlling loss-making projects

- **FY11/3** 57.8

<Impact of flood> 8.0

Impact of flood in Thailand +3.0

Increase in investment costs -1.4

Eliminations/Unclassifiable expense -18.2

Personal Solutions +2.9

Others +2.1

Streamline R&D and cost reduction +0.0

IT Services +18.1

Carrier Network +15.4

Platform -3.6
## Key Points of FY12/3 by Segment (Year on Year)

<table>
<thead>
<tr>
<th>Segment</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT Services</td>
<td>- Increase in central and local governments, medical and manufacturing sectors</td>
</tr>
<tr>
<td></td>
<td>- Improvement by sales increase, cost reduction and controlling loss-making projects</td>
</tr>
<tr>
<td>Platform</td>
<td>- Decline due to an impact of flood in Thailand mainly in hardware business</td>
</tr>
<tr>
<td></td>
<td>- Decrease due to a drop in sales and increase in cost caused by flood in Thailand</td>
</tr>
<tr>
<td>Carrier Network</td>
<td>- Increase in four key business areas (WBA, MBH, submarine cable systems and service &amp; management)</td>
</tr>
<tr>
<td></td>
<td>- Higher profits from solid sales in Japan and submarine cable systems</td>
</tr>
<tr>
<td>Social Infrastructure</td>
<td>- Increase in social systems such as broadcasting, fire and disaster prevention</td>
</tr>
<tr>
<td></td>
<td>- Improvement due to sales increase in social systems and cost reductions</td>
</tr>
<tr>
<td>Personal Solutions</td>
<td>- Decrease due to deconsolidation of consumer PC business</td>
</tr>
<tr>
<td></td>
<td>- Improvement due to streamlining R&amp;D expenses and cost reductions</td>
</tr>
<tr>
<td>Others</td>
<td>- Decrease due to deconsolidation of LCD module business and impact of flood in Thailand in electronic component business</td>
</tr>
<tr>
<td></td>
<td>- Decrease due to an impact of flood in Thailand despite cost efficiency measures</td>
</tr>
</tbody>
</table>

**Note:** First bullet refer to changes in sales, second bullet refer to changes in operating income/loss

WBA: Wireless Broadband Access (LTE, Femtocell etc)
MBH: Mobile Backhaul
Net Income/Loss Change (Year on Year)

(Billions of Yen)

<table>
<thead>
<tr>
<th>FY11/3</th>
<th>FY12/3</th>
</tr>
</thead>
<tbody>
<tr>
<td>-12.5</td>
<td>-110.3</td>
</tr>
</tbody>
</table>

Diff from Jan 26

Equity in losses of affiliates: +25.8

Improvement in operating income: +15.9

Improvement in non-operating income/loss: +26.1

Restructuring expenses (FY11/3: 15.5 ⇒ FY12/3: 40.5)
Loss on valuation of investment securities: -11.7
Income taxes etc: -117.0

Others: -139.8

IT Services: +18.1
Carrier Network: +15.4
Platform: -3.6
Eliminations/unclassifiable expenses: -18.2

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Challenges

Revised Downward Initial Forecasts for FY12/3
Net Loss and No Dividend for the second consecutive year

- Lack of competitiveness in smartphones
  Mobile Terminal Shipment for FY/12/3:
  7.4 million units (forecast as of May 2011) → 4.2 million units (result)

- Worsened business performance in Platform and Electronic components due to flood in Thailand
  Decreased by 20.0B Yen Sales and 8.0B Yen Operating Income

- Revised 70.0B Yen Deferred Tax Assets

- Posted 40.5B Yen Restructuring Expenses in Extraordinary Loss

Formulate Next Mid-Term Growth Plan

- Focus on growth drivers such as 3 key segments (IT Services, Carrier Network, and Social Infrastructure) and energy business

  → Create framework starting from 1H FY13/3
  Continue to focus on key areas such as cloud, global and new businesses
II. Progress on Restructuring
NEC’s Management Policy

Immediate improvement of macro economy and market environment cannot be expected

We will shift to conduct efficient business operations to generate constant profit based on current sales level

→ Execute management reforms to revive the NEC Group
→ Focus investment in the key business areas to establish firm foundation toward growth

“CS NO.1” “Global First” “One NEC”
Implementation of restructuring measures and reforms to generate cash flow as a business entity

- Change to business structure with high profitability
  - Restructuring in businesses that require immediate reform
  - 10,000 Headcount reduction
    Japan: 7,000 (incl. external resources)
    Overseas: 3,000 (in accordance with the review of manufacturing operations)

- Reforms to generate cash flow as a business entity
  - Focus on IT Services, Carrier Network and Social Infrastructure leveraging our competitive advantage
  - Establish vertically integrated business structure in energy business

*Forecasts as of Jan 26, 2012*
Progress on Business Restructuring

Mobile Terminal
- Utilize offshore JDM (Joint Design Manufacturer) 〈2H FY13/3〉
- Streamline resources for development and manufacturing operations 〈by Sep〉

Platform
- Streamline administrative staff divisions, hardware development and manufacturing 〈by Sep〉

NEC TOKIN
- Restructuring of capacitor business (Establish new plant in Thailand)
  - Headcount reduction
    Overseas : 2,700 〈already reduced in February〉
  - Capital and business alliance with KEMET Corporation of U.S. 〈announced in Mar〉
    NEC Tokin will be an equity method company from Q2 of FY13/3

*Forecasts as of Apr 27, 2012
1. Business Restructuring

2. Streamline Corporate staffs <by Sep>

3. Reduction of External Resources <by Sep>

4. Immediate Cost Reductions <Effect of Restructuring> +16.0B Yen
   - Reduction of monthly salary at all levels of employees in Japan
     - Top management: 40%-10% reduction <from Feb->
     - Middle management: 7%-5% reduction <from Apr->
     - Employees: 4% reduction <from Apr to Dec>
   - Reducing overtime charges to legal standard
   - Suspension of subsidizing welfare programs and for "Health and Welfare Foundation" (1 year)

*Forecasts as of Apr 27, 2012
III. Management Policy for FY13/3
## Summary of Financial Forecasts for FY13/3

### Focus on restructuring and global business expansion in 3 key segments and energy business

<table>
<thead>
<tr>
<th></th>
<th>1H(April to September)</th>
<th>Full Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY12/3 Actual</td>
<td>FY13/3 Forecasts(*)</td>
</tr>
<tr>
<td><strong>Net Sales</strong></td>
<td>1,443.2</td>
<td>1,400.0</td>
</tr>
<tr>
<td><strong>Operating Income</strong></td>
<td>6.8</td>
<td>1.0</td>
</tr>
<tr>
<td>% to Net Sales</td>
<td>0.5%</td>
<td>0.1%</td>
</tr>
<tr>
<td><strong>Ordinary Income/Loss</strong></td>
<td>-10.4</td>
<td>-16.0</td>
</tr>
<tr>
<td>% to Net Sales</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Income/Loss</strong></td>
<td>-11.0</td>
<td>-24.0</td>
</tr>
<tr>
<td>% to Net Sales</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Income/Loss per Share (Yen)</strong></td>
<td>-4.23</td>
<td>-9.24</td>
</tr>
</tbody>
</table>

Note: Average exchange rates for FY13/3: 1$= ¥75, 1€= ¥100

*Forecasts as of Apr 27, 2012*
Financial Forecasts for FY13/3 by Segment

<table>
<thead>
<tr>
<th>Segment</th>
<th>FY11/3 (B)</th>
<th>FY12/3 (B)</th>
<th>FY13/3 Forecasts (B)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT Services</td>
<td>804.2</td>
<td>816.9</td>
<td>855.0</td>
</tr>
<tr>
<td>Platform</td>
<td>375.8</td>
<td>372.4</td>
<td>400.0</td>
</tr>
<tr>
<td>Carrier Network</td>
<td>605.4</td>
<td>633.0</td>
<td>725.0</td>
</tr>
<tr>
<td>Social Infrastructure</td>
<td>318.8</td>
<td>330.4</td>
<td>375.0</td>
</tr>
<tr>
<td>Personal Solutions</td>
<td>766.5</td>
<td>661.0</td>
<td>610.0</td>
</tr>
<tr>
<td>Others</td>
<td>244.7</td>
<td>223.2</td>
<td>185.0</td>
</tr>
</tbody>
</table>

Net Sales

Operating Income/Loss

<table>
<thead>
<tr>
<th>Segment</th>
<th>FY11/3 (B)</th>
<th>FY12/3 (B)</th>
<th>FY13/3 Forecasts (B)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT Services</td>
<td>21.4</td>
<td>8.9</td>
<td>14.6</td>
</tr>
<tr>
<td>Platform</td>
<td>40.7</td>
<td></td>
<td>16.2</td>
</tr>
<tr>
<td>Carrier Network</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social Infrastructure</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td>-1.9</td>
<td>-33.2</td>
<td>-51.4</td>
</tr>
<tr>
<td>Eliminations/Unclassifiable expenses</td>
<td>-70.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Forecast as of Apr 27, 2012*
Sales Change (Year on Year)

<table>
<thead>
<tr>
<th>Segment</th>
<th>FY12/3 (Billions of Yen)</th>
<th>(%)</th>
<th>Forecast FY13/3 (Billions of Yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT Services</td>
<td>3,036.8</td>
<td>+38.1</td>
<td>3,150.0 (*)</td>
</tr>
<tr>
<td>Carrier Network</td>
<td>3,036.8</td>
<td>+92.0</td>
<td>3,150.0 (*)</td>
</tr>
<tr>
<td>Platform</td>
<td>3,036.8</td>
<td>+27.7</td>
<td>3,150.0 (*)</td>
</tr>
<tr>
<td>Social Infrastructure</td>
<td>3,036.8</td>
<td>+44.6</td>
<td>3,150.0 (*)</td>
</tr>
<tr>
<td>Personal Solutions</td>
<td>3,036.8</td>
<td>-51.0</td>
<td>3,150.0 (*)</td>
</tr>
<tr>
<td>Others</td>
<td>3,036.8</td>
<td>-38.2</td>
<td>3,150.0 (*)</td>
</tr>
</tbody>
</table>

*Forecasts as of Apr 27, 2012

Increase in fire and disaster prevention business in addition to solid execution of large-scale projects

Increase mainly in global business such as services & management, submarine cable systems

Increase mainly due to large-scale projects

Decrease due to deconsolidation of electronic component business, despite increase in energy business

Increase in manufacturing, telecom and finance sectors

Deconsolidation of consumer PC business (Sales for 1Q, FY12/3)

Increase mainly due to large-scale projects

Increase in fire and disaster prevention business in addition to solid execution of large-scale projects

Increase mainly in global business such as services & management, submarine cable systems

Increase mainly due to large-scale projects

Increase in fire and disaster prevention business in addition to solid execution of large-scale projects

Increase mainly in global business such as services & management, submarine cable systems

Increase mainly due to large-scale projects

Increase in fire and disaster prevention business in addition to solid execution of large-scale projects

Increase mainly in global business such as services & management, submarine cable systems

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Increase mainly due to large-scale projects

Increase in fire and disaster prevention business in addition to solid execution of large-scale projects

Increase mainly in global business such as services & management, submarine cable systems

Increase mainly due to large-scale projects
Operating Income/Loss Change (Year on Year)

<table>
<thead>
<tr>
<th>FY12/3</th>
<th>FY13/3 Forecast (*)</th>
</tr>
</thead>
<tbody>
<tr>
<td>73.7</td>
<td>100.0</td>
</tr>
</tbody>
</table>

- **Personal Solutions**: +9.0
- **Platform**: +9.8
- **Carrier Network**: +4.9
- **Social Infrastructure**: +2.8
- **IT Services**: +17.5
- **Others**: +0.9
- **Eliminations/Unclassifiable expenses**: -18.6

**Forecast Notes**
- **Increase in investment costs**: +40.0
- **Effect of Restructuring**:
  - +13.0
  - +5.0
  - +3.0
  - +13.0

*Forecasts as of Apr 27, 2012*
### Key Points of FY13/3 Forecasts by Segment (Year on Year)

<table>
<thead>
<tr>
<th>Segment</th>
<th>Changes in Sales or Operating Income/Loss</th>
</tr>
</thead>
</table>
| IT Services              | • Increase in manufacturing, telecom and finance sectors  
                          • Improve by sales expansion and the effect of restructuring                                          |
| Platform                 | • Increase mainly due to large-scale projects  
                          • Expect to increase from sales expansion and steady execution of restructuring                      |
| Carrier Network          | • Increase mainly in global business such as services & management, submarine cable systems  
                          • Expect to increase from sales expansion despite making an investment for future growth            |
| Social Infrastructure    | • Increase in fire/disaster prevention business and solid execution of large-scale projects  
                          • Improve due to sales increase, cost reduction and effect of restructuring despite making an investment for future growth |
| Personal Solutions       | • Decrease due to deconsolidation of consumer PC business  
                          • Improve due to the effect of restructuring mainly in mobile terminal business                     |
| Others                   | • Decrease due to deconsolidation of electronic component business, despite increase in energy business  
                          • Improve due to the effect of restructuring despite making an investment for future growths       |

Note: First bullet refer to changes in sales, second bullet refer to changes in operating income/loss
Focus investment in key business areas

Expansion of Global Business in Carrier Network
- Acquisition of BSS business of U.S. based Convergys
  <Announced in March, To be completed by 1Q of FY13/3>

Expansion of Energy Business
- Sales launch of home energy storage system
  <Announced in March>

Execute 20 billion yen investment to strengthen business incubation, global business, and energy business

*Forecasts as of Apr 27, 2012
IT Services Business

Key measures in FY13/3

Increase Order and Sales
- Focus on strong market demand areas
  - Smartphone related business, realignment of financial sector and large-scale-renewal projects and participation in National projects (National ID)
- Accelerate shift to service business
  - Private cloud, cloud services for particular sectors (SaaS), cloud work-style transformation (alliance with Microsoft)
- Expand new businesses
  - M2M, Big Data Solutions
- Capture business opportunities of active Japanese companies in overseas
  - Mainly in Greater China, APAC
- Expand global business leveraging our competitive technologies
  - Public Safety, POS for Global market

Investment for future growth
- Expand cloud services
- Enhance advanced technologies
  - Cloud, Big Data, "Smart" Devices Solutions
- Strengthen global business

Sales
- FY12/3: 816.9
- FY13/3: 855.0
  - Increase Order and Sales: +4.7%
  - Effect of Restructuring: +8.0

Operating Income
- FY12/3: 39.5
- FY13/3: 57.0
  - Sales increase and effect of restructuring: +17.5

Forecasts(*)

*Forecasts as of Apr 27, 2012
Carrier Network Business

Key Measures in FY13/3

- Capture business opportunities accelerated by increasing use of smartphones

- Expand global business
  - Wireless Broadband Access
    - LTE: cultivate global market through partnerships
  - Mobile Backhaul
    - Enhance product and provide total solution
  - Submarine Cable Systems
    - Solid execution of large scale projects and earthquake observation system
  - Services & Management
    - Reinforce business by acquisition of BSS Business of Convergys

- Increase investment for future growth
  - Services & Management (next generation OSS/BSS, cloud services) and LTE for global telecom carriers, OpenFlow

*(Forecasts as of Apr 27, 2012)*
Social Infrastructure Business

Key Measures in FY13/3

1. Capture business opportunities
   - Secure stable operation by solid business execution
     - Widening of fire prevention systems, and digitization of wireless communications networks
     - 2nd generation ETC
     - Aerospace and large-scale defense systems

2. Expand global and new business
   - Expand business leveraging our group assets
     - Safety, Space, disaster prevention
     - In-vehicle systems, logistics & transportation, energy

3. Reinforce business
   - Business execution focused on profitability
     - Reform design process, Project management, focus investment for development

*Forecasts as of Apr 27, 2012
**Energy Business**

### Key Measures in FY13/3

#### Reinforce business
- Early establishment of Smart Energy Business framework integrating development, production and sales
- Secure sales and profits from Energy Utility Business(*) and Electrode Business for EV
- Accelerate new business
  - Energy Storage System, Smart Meter, HEMS, Cloud Services for EV infrastructure etc

#### Measures for mid-term growth
- Expansion of global business
  - Market entry through various field trials with customers and governments in each regions
  - Accelerate business development through partnerships
- Deployment of energy service business
  - Expand service business from product business
  - Establish globally competitive business scheme

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**Smart Energy Business**
(* Incl. Energy related business in Carrier Network Business)

- Sales: 64.0
- Operating Income: 74.0

*Forecasts as of Apr 27, 2012*
Net Income/Loss Change (Year on Year)

(Billions of Yen)

Improvement in non-operating income/loss +1.7

Improvement in operating income +26.3

Restructuring expenses (FY12/3) +40.5
Revision of deferred tax assets (FY12/3) +70.0

Others +102.3

IT Services +17.5
Platform +9.8
Personal Solutions +9.0
Eliminations/unclassifiable expenses -18.6

FY13/3 Forecast(*) 20.0

*Forecasts as of Apr 27, 2012
Immediate improvement of macro economy and market environment cannot be expected

We will shift to conduct efficient business operations to generate constant profit based on current sales level

→ Execute management reforms to revive the NEC Group

→ Focus investment in the key business areas to establish firm foundation toward growth

Achieve 100 billion yen operating income, 20 billion yen net income to resume dividend payments through execution of restructuring, and focus on generating cash flow

*Forecasts as of Apr 27, 2012
<Ref> Revision of Business Segments
Revision of business segments

Revise business segments partially in accordance with organizational change from April, 2012

- Integrate business segments of IT Services and Platform in order to enable more agile business execution
  - Accelerate to provide competitive cloud services and establish cloud business platform
- Establish vertically integrated business structure in energy business by gathering energy related resources
  (Establish Smart Energy Business Operations Unit)

In addition to the above, reduction of divisions mainly in IT Services, Carrier Network and Corporate Staff (YOY -14%)

- Minimum of 30 billion yen annual sales per division
- Corporate staff: Reduced the number of divisions to 23 from 30 by integrating similar and related functions to reduce SGA and improve operational efficiency
To secure transparency and continuity of disclosure to capital markets, we will provide financial results and forecasts corresponding to current 2 segments “IT Services” and “Platform” as a reference.
New Segments and Organization

Segment

IT Solutions

Carrier Network

Social Infrastructure

Personal Solutions

Sales Business Unit

International Sales and Operations Business Unit

IT Services Business Unit

Platform Business Unit

Carrier Network Business Unit

Social Infrastructure Solutions Business Unit

Personal Solutions Business Unit

Others

NEC Energy Devices

Integrate

Organization
Financial Results for FY12/3 (Appendix)
### Summary of Financial Results for FY12/3

<table>
<thead>
<tr>
<th></th>
<th>Q4(January to March)</th>
<th>Full Year</th>
<th>Difference from Jan 26</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY11/3 Actual</td>
<td>FY12/3 Actual</td>
<td>YoY</td>
</tr>
<tr>
<td>Net Sales</td>
<td>925.5</td>
<td>924.6</td>
<td>-0.1%</td>
</tr>
<tr>
<td>Operating Income</td>
<td>70.2</td>
<td>75.2</td>
<td>4.9%</td>
</tr>
<tr>
<td>% to Net Sales</td>
<td>7.6%</td>
<td>8.1%</td>
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</tr>
<tr>
<td>Ordinary Income</td>
<td>49.3</td>
<td>64.0</td>
<td>14.8%</td>
</tr>
<tr>
<td>% to Net Sales</td>
<td>5.3%</td>
<td>6.9%</td>
<td></td>
</tr>
<tr>
<td>Net Income/Loss</td>
<td>41.1</td>
<td>-12.7</td>
<td>-53.8%</td>
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<tr>
<td>% to Net Sales</td>
<td>4.4%</td>
<td>-</td>
<td></td>
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<tr>
<td>FCF</td>
<td>81.9</td>
<td>98.8</td>
<td>16.9%</td>
</tr>
</tbody>
</table>

(Ref): Average exchange rate for Q4(Jan-Mar) of FY12/3 1$= ¥77.77, 1€= ¥101.84
Average exchange rate for FY12/3 1$= ¥79.03, 1€= ¥109.43
(Assumed exchange rate for Q4 of FY12/3 1$=¥75, 1€=¥100)
# Results for FY12/3 by Segment

## (Billions of Yen)

<table>
<thead>
<tr>
<th>Q4 (January to March)</th>
<th>Full Year</th>
<th>Difference from Jan 26</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FY11/3</strong> Actual</td>
<td>FY12/3 Actual</td>
<td>YoY</td>
</tr>
<tr>
<td><strong>Net Sales</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IT Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Sales</td>
<td>262.2</td>
<td>278.4</td>
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<tr>
<td>Operating Income</td>
<td>24.5</td>
<td>35.2</td>
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<tr>
<td>% to Net Sales</td>
<td>9.3%</td>
<td>12.7%</td>
</tr>
<tr>
<td><strong>Operating Income</strong></td>
<td></td>
<td></td>
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<tr>
<td>Net Sales</td>
<td>116.5</td>
<td>117.9</td>
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<tr>
<td>Operating Income</td>
<td>12.4</td>
<td>12.4</td>
</tr>
<tr>
<td>% to Net Sales</td>
<td>10.7%</td>
<td>10.5%</td>
</tr>
<tr>
<td>Platform</td>
<td></td>
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<tr>
<td>Net Sales</td>
<td>188.7</td>
<td>190.5</td>
</tr>
<tr>
<td>Operating Income</td>
<td>27.9</td>
<td>31.5</td>
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<tr>
<td>% to Net Sales</td>
<td>14.8%</td>
<td>16.5%</td>
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<tr>
<td><strong>Social Infrastructure</strong></td>
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<td></td>
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<td>Net Sales</td>
<td>114.3</td>
<td>120.1</td>
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<tr>
<td>Operating Income</td>
<td>10.1</td>
<td>8.7</td>
</tr>
<tr>
<td>% to Net Sales</td>
<td>8.8%</td>
<td>7.3%</td>
</tr>
<tr>
<td><strong>Personal Solutions</strong></td>
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<td></td>
</tr>
<tr>
<td>Net Sales</td>
<td>181.5</td>
<td>164.7</td>
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<tr>
<td>Operating Income/Loss</td>
<td>-3.2</td>
<td>0.6</td>
</tr>
<tr>
<td>% to Net Sales</td>
<td>1.7%</td>
<td>0.3%</td>
</tr>
<tr>
<td><strong>Others</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Sales</td>
<td>62.3</td>
<td>53.1</td>
</tr>
<tr>
<td>Operating Income</td>
<td>2.9</td>
<td>2.0</td>
</tr>
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<td>% to Net Sales</td>
<td>4.7%</td>
<td>3.7%</td>
</tr>
<tr>
<td>Eliminations/ Unclassifiable expenses</td>
<td>Operating Loss</td>
<td>-4.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Sales</td>
<td>925.5</td>
<td>924.6</td>
</tr>
<tr>
<td>Operating Income</td>
<td>70.2</td>
<td>75.2</td>
</tr>
<tr>
<td>% to Net Sales</td>
<td>7.6%</td>
<td>8.1%</td>
</tr>
</tbody>
</table>
Summary of Financial Results for FY12/3 by Segment

Net Sales

- Personal Solutions: 22%
- Social Infrastructure: 11%
- Carrier Network: 21%
- Platform: 12%
- Others: 7%

Operating Income/Loss

- IT Services: 27%
- Carrier Network: 56.1
- Social Infrastructure: 16.2
- Personal Solutions: 1.0
- Others: 7.1

Total Net Sales: 3,036.8

Operating Income for FY12/3: 73.7 (Billions of Yen)
Secured large scale projects in central governments and business opportunities from investment recovery in manufacturing, demand involving law amendments and introducing electronic health record systems in medical services.

Improve by sales increase and controlling loss-making projects, higher productivity and quality such as enhancement of services delivery efficiency.
Platform Business

(Billions of Yen)

Sales

Operating income ratio

-0.5%

2.4%

1.4%

FY10/3

FY11/3

FY12/3

Operating Income/Loss

-1.7

8.9

5.2

△ Software
Increase in operation management software such as virtualization, cloud computing platform

▽ Hardware
Decline due to an impact of flood in Thailand

△ Enterprise Network
Increase due to large-scale projects in Japan despite negative impact of flood in Thailand

Operating Income 5.2 (-3.6)

▽ Decrease due to a drop in sales and increase in cost caused by flood in Thailand
Carrier Network Business

Sales 633.0 (+4.5%)

△ Solid business in Japan due to increase in demand from data traffic hikes

△ Submarine cable systems: Increase due to solid execution of large scale projects

△ Mobile backhaul (PASOLINK): increase mainly in Russia and Latin America, with new full-IP PASOLINK products

Operating Income 56.1 (+15.4)

△ Higher profits from solid sales in Japan and submarine cable systems
Social Infrastructure Business

(Billions of Yen)

Sales 330.4 (+3.6%)
- Increase in social systems such as broadcasting, fire and disaster prevention, despite decrease in aerospace and defense systems

Operating Income 16.2 (+1.6)
- Improve profits due to sales increase in social systems and enhancement of cost reductions
Personal Solutions Business

Sales 661.0 (-13.8%)

△ Mobile Terminals: Slight decrease due to decrease in mobile terminal shipment

△ PCs and Others: Decrease due to the deconsolidation of consumer PCs

Operating Income 1.0 (+2.9)

△ Improved by streamlining R&D activities and enhancing cost reductions
### Financial Position Data

(Billions of Yen)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets</td>
<td>2,628.9</td>
<td>2,557.6</td>
<td>-71.4</td>
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<tr>
<td>Net Assets</td>
<td>875.4</td>
<td>777.6</td>
<td>-97.8</td>
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<tr>
<td>Interest-bearing debt</td>
<td>675.8</td>
<td>692.7</td>
<td>16.9</td>
</tr>
<tr>
<td>Shareholder's Equity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity ratio(%)</td>
<td>28.8%</td>
<td>25.7%</td>
<td>-3.1pt</td>
</tr>
<tr>
<td>D/E ratio</td>
<td>0.89</td>
<td>1.05</td>
<td>-0.16pt</td>
</tr>
<tr>
<td>Net D/E ratio</td>
<td>0.62</td>
<td>0.67</td>
<td>-0.05pt</td>
</tr>
<tr>
<td>Balance of cash and cash equivalents</td>
<td>203.9</td>
<td>251.8</td>
<td>48.0</td>
</tr>
</tbody>
</table>
<Ref.> Balance Sheets (At the end of Mar, 2012)

(Billions of Yen)

Total Assets 2,557.6 <Compared to end of Mar, 2011> (-71.4)

Current Assets 1,514.4
- Increase in trade notes and accounts receivable +71.9

Noncurrent Assets 1,043.1
- Decrease in deferred tax assets -143.2
- Decrease in property, plant and equipment -97.8

Liabilities 1,780.0
- Increase in long term debt and bond +26.5

Net Assets 777.6
- Recording net loss for FY12/3 -97.8
## Capital Expenditure, Depreciation and R&D expenses

<table>
<thead>
<tr>
<th></th>
<th>FY11/3 Actual</th>
<th>FY12/3 Actual</th>
<th>YoY</th>
<th>Difference from Jan 26</th>
<th>FY13/3 Forecasts</th>
<th>YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Expenditure</td>
<td>52.9</td>
<td>42.0</td>
<td>-20.6%</td>
<td>-28.0</td>
<td>50.0</td>
<td>19.1%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>62.1</td>
<td>53.3</td>
<td>-14.2%</td>
<td>-6.7</td>
<td>55.0</td>
<td>3.2%</td>
</tr>
<tr>
<td>R&amp;D expenses</td>
<td>176.5</td>
<td>162.0</td>
<td>-8.2%</td>
<td>-3.0</td>
<td>170.0</td>
<td>5.0%</td>
</tr>
<tr>
<td>To consolidated total sales (%)</td>
<td>5.7%</td>
<td>5.3%</td>
<td>5.4%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Forecasts as of Apr 27, 2012*
## Overseas sales

(Billions of Yen)

<table>
<thead>
<tr>
<th>Major countries and regions</th>
<th>Q4 &lt;January to March&gt;</th>
<th>Full Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY11/3 Actual</td>
<td>FY12/3 Actual</td>
</tr>
<tr>
<td>Asia</td>
<td>Net Sales</td>
<td>38.9</td>
</tr>
<tr>
<td></td>
<td>To consolidated total sales (%)</td>
<td>4.2%</td>
</tr>
<tr>
<td>Europe</td>
<td>Net Sales</td>
<td>29.7</td>
</tr>
<tr>
<td></td>
<td>To consolidated total sales (%)</td>
<td>3.2%</td>
</tr>
<tr>
<td>Others</td>
<td>Net Sales</td>
<td>50.2</td>
</tr>
<tr>
<td></td>
<td>To consolidated total sales (%)</td>
<td>5.4%</td>
</tr>
<tr>
<td>Total</td>
<td>Net Sales</td>
<td>118.8</td>
</tr>
<tr>
<td></td>
<td>To consolidated total sales (%)</td>
<td>12.8%</td>
</tr>
</tbody>
</table>

* Sales, based on customer locations, are classified by country or region
Measures and achievements in Cloud Business

- Digital Signage System for UNIQLO
- Accounting system for COOKPAD Inc.
- Cloud services of Internet reservation data exchange for HOTEL CENTURY SOUTHERN TOWER
- Saas-based e-ticket issuance and authentication services for Entertainment Plus Inc.
- Indirect material procurement services for Cecile Co., Ltd.
- Collaboration with Nepon in Agriculture ICT Cloud
- Global Accounting System for SANDEN Corporation
- Content chemical Management Solution Complying with the REACH Regulations for YASKAWA ELECTRIC CORPORATION
- Health Management System for Seiko Epson Corp
- Collaboration with Mitsubishi Electronic Corporation in cloud service business for manufacturing management systems
- Alliance with OBAYASHI CORPORATION and GRAPHISOFT SE in Smart BIM Cloud
- Financial accounting cloud services for 10 cities in Kanagawa
- Unified communication system for Ishigaki City and Taketomi town in Okinawa
- Library System in Maebashi City and Yamato City
- Education Information Cloud for education committee in Hiroshima City
- Private Cloud for Tokai Univ.
- Hybrid Cloud for Tokushima Univ.
- SaaS-based electric medical records system for Tamashima Daiichi Hospital in Kurashiki City, Okayama
- Shipping LTE base stations for KDDI
- Launch M2M Solution “CONNEXIVE”
- Launch services from Data Center in Kansai
- Launch services from Data Center in Hokkaido

Central and local governments, Medical services
Retail Services
Finance
Manufacturing
Telecom Media
Measures and achievements in Global Business

- Collaboration with Neusoft Corporation on cloud services
- Transport Management System for logistics company in China
- Collaboration with Jointown Pharmaceutical Group on Medical logistics solution
- Participated in Smart City development in Brazil
- Collaboration with Royal Philips Electronics on digital pathology systems
- Provide Swiss Post with the Latest Mail Processing Systems
- Femtocell systems for Kuwait Zain
- NetCracker acquired activation business from India Subex
- Launch production of PASOLINK in India
- Partnership with India Trimax on cloud services
- Establish NEC Mobile Network Excellence Center in India
- Established NEC Africa Ltd.

- Launched SaaS business application store with Mobile TeleSystems OJSC
- Collaboration with Royal Philips Electronics on digital pathology systems
- Provide Swiss Post with the Latest Mail Processing Systems
- Femtocell systems for Kuwait Zain
- NetCracker acquired activation business from India Subex
- Launch production of PASOLINK in India
- Partnership with India Trimax on cloud services
- Establish NEC Mobile Network Excellence Center in India
- Established NEC Africa Ltd.

- iPASOLINK: Secured orders of more than 110,000 units from 100 operators in 55 countries
- Digital Signage System for UNIQLO
- Collaboration with Cisco to build commercial LTE Networks
- Acquisition of the BSS business of U.S. based Convergys
- Programmable Flow for Genesis Hosting
- Participated in Smart City development in Brazil
- Established NEC Latin America S.A.
- Acquire Global View S.A. in Argentina
- SaaS-based cloud services in Argentina with Telegónica

Asia Pacific Gateway (Submarine Cable System)
South-East Asia Japan Cable system
Maldives’ domestic submarine cable system

• Measures and achievements in Global Business

Empowered by Innovation
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Measures and achievements in Smart Energy Business

- Survey the deployment of energy management technologies for mobile phone base stations in India
- Strategic partnership with Enel Distribuzione on the development of Next-Generation Smart Grid system
- BEMS (*)
- Developed new technology which doubles life of manganese Li-ion rechargeable battery
- Set up “Smart City Promotion Office”
- Participated in “Smart City Project”
- Feasibility study of smart community for overseas market in Indonesia
- Developed basic research to realize green township in Malaysia
- Co-development of intelligent distribution panel with Seven-Eleven Japan Co., Ltd.
- Development and field trials of distributed energy management and control system technology using storage batteries with ORIX Corporation
- Launched ultra low power magnetic sensors for water and gas meters
- Launched Home Energy Management System (HEMS)
- Began demonstration project for Battery and Charger Integration Systems for next generation service stations as part of Yokohama City’s “Yokohama Smart City Project”
- Strategic partnership with Enel Distribuzione on the development of Next-Generation Smart Grid system
- Basic research to realize green township in Malaysia
- Feasibility study of smart community for overseas market in Indonesia
- Launched cloud supported home energy storage system
- Co-development of intelligent distribution panel with Seven-Eleven Japan Co., Ltd.

BEMS (*) : Building Energy Management System

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Financial Forecasts for FY13/3 (Appendix)
## Summary of Financial Forecasts for FY13/3

(Billions of Yen)

<table>
<thead>
<tr>
<th></th>
<th>FY12/3 Actual</th>
<th>FY13/3 Forecasts(*)</th>
<th>YoY</th>
<th>FY13/3 Actual</th>
<th>FY13/3 Forecasts(*)</th>
<th>YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1H &lt;April to September&gt;</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>IT Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Sales</td>
<td>362.7</td>
<td>380.0</td>
<td>4.8%</td>
<td>816.9</td>
<td>855.0</td>
<td>4.7%</td>
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<td>Operating Income</td>
<td>3.0</td>
<td>14.0</td>
<td>11.0</td>
<td>39.5</td>
<td>57.0</td>
<td>17.5</td>
</tr>
<tr>
<td>% to Net Sales</td>
<td>0.8%</td>
<td>3.7%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Platform</strong></td>
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<td></td>
<td></td>
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<tr>
<td>Net Sales</td>
<td>174.0</td>
<td>190.0</td>
<td>9.2%</td>
<td>372.4</td>
<td>400.0</td>
<td>7.4%</td>
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<tr>
<td>Operating Income/Loss</td>
<td>-2.2</td>
<td>0.0</td>
<td>2.2</td>
<td>5.2</td>
<td>15.0</td>
<td>9.8</td>
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<tr>
<td>% to Net Sales</td>
<td></td>
<td>0.0%</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Carrier Network</strong></td>
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<tr>
<td>Net Sales</td>
<td>294.2</td>
<td>330.0</td>
<td>12.2%</td>
<td>633.0</td>
<td>725.0</td>
<td>14.5%</td>
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<td>Operating Income</td>
<td>15.3</td>
<td>19.0</td>
<td>3.7</td>
<td>56.1</td>
<td>61.0</td>
<td>4.9</td>
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<td>% to Net Sales</td>
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<td>5.8%</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Social Infrastructure</strong></td>
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<td>Net Sales</td>
<td>140.3</td>
<td>145.0</td>
<td>3.3%</td>
<td>330.4</td>
<td>375.0</td>
<td>13.5%</td>
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<td>Operating Income</td>
<td>6.1</td>
<td>6.0</td>
<td>-0.1</td>
<td>16.2</td>
<td>19.0</td>
<td>2.8</td>
</tr>
<tr>
<td>% to Net Sales</td>
<td>4.3%</td>
<td>4.1%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Personal Solutions</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Sales</td>
<td>354.3</td>
<td>265.0</td>
<td>-25.2%</td>
<td>661.0</td>
<td>610.0</td>
<td>-7.7%</td>
</tr>
<tr>
<td>Operating Income/Loss</td>
<td>3.4</td>
<td>-2.0</td>
<td>-5.4</td>
<td>1.0</td>
<td>10.0</td>
<td>9.0</td>
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<tr>
<td>% to Net Sales</td>
<td>1.0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Others</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Net Sales</td>
<td>117.8</td>
<td>90.0</td>
<td>-23.6%</td>
<td>223.2</td>
<td>185.0</td>
<td>-17.1%</td>
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<tr>
<td>Operating Income</td>
<td>3.5</td>
<td>2.0</td>
<td>-1.5</td>
<td>7.1</td>
<td>8.0</td>
<td>0.9</td>
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<tr>
<td>% to Net Sales</td>
<td>3.0%</td>
<td>2.2%</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eliminations/ Unclassifiable expenses</td>
<td>-22.3</td>
<td>-38.0</td>
<td>-15.7</td>
<td>-51.4</td>
<td>-70.0</td>
<td>-18.6</td>
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<td><strong>Total</strong></td>
<td>1,443.2</td>
<td>1,400.0</td>
<td>-3.0%</td>
<td>3,036.8</td>
<td>3,150.0</td>
<td>3.7%</td>
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<tr>
<td>Operating Income</td>
<td>6.8</td>
<td>1.0</td>
<td>-5.8</td>
<td>73.7</td>
<td>100.0</td>
<td>26.3</td>
</tr>
<tr>
<td>% to Net Sales</td>
<td>0.5%</td>
<td>0.1%</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

*Forecasts as of Apr 27, 2012*
Summary of Financial Forecasts for FY13/3 by Segment

**Net Sales**
- IT Services: 27%
- Carrier Network: 23%
- Social Infrastructure: 12%
- Personal Solutions: 19%
- Others: 6%

**Sales Forecast for FY13/3**
- Total: 3,150.0

**Operating Income**
- IT Services: 57.0
- Carrier Network: 61.0
- Social Infrastructure: 19.0
- Personal Solutions: 10.0
- Others: 8.0

**Operating Income Forecast for FY13/3**
- Total: 100.0

*Forecasts as of Apr 27, 2012*
IT Services Business

Sales **855.0** (+4.7%)

- Secure business opportunities such as smartphone related investment, realignment of financial sector and overseas advance of Japanese companies
- Expand new business such as M2M and Big Data Solutions

Operating Income **57.0** (+17.5)

- Improve by sales expansion and the effect of restructuring
- Make an investment in cloud, global and new business

*Forecasts as of Apr 27, 2012*
Platform Business

Sales 400.0 (+7.4%)

△ Software
Aim to increase by expanding sales operation management software mainly for data centers and products for cloud/big-data

△ Hardware
Expect to increase sales by focusing on products for energy saving and BCP

△ Enterprise Network
Expect to increase sales with solution for work-style innovation and datacenters, in addition to the solid execution of large scale projects

Operating Income 15.0 (+9.8)

△ Expect to increase profits from sales expansion and steady execution of restructuring

*Forecasts as of Apr 27, 2012
Carrier Network Business

Sales 725.0 (+14.5%)

- Achieve additional sales growth in Japan by capturing business opportunities arising from data traffic hikes
- Attain sales increase by expansion of services & management business and solid execution of large scale projects in submarine cable systems

Operating Income 61.0 (+4.9)

- Expect to increase profits from sales expansion despite making an investment for future growth

*Forecasts as of Apr 27, 2012
Social Infrastructure Business

Sales 375.0 (+13.5%)

△ Aiming to increase in aerospace and defense systems

Social systems will be same level as the previous year due to sales increase in fire and disaster prevention systems offset by decrease in demand of broadcasting system

Operating Income 19.0 (+2.8)

△ Improve due to sales increase, cost reduction and effect of restructuring despite making an investment for future growth

*Forecasts as of Apr 27, 2012
Personal Solutions Business

<table>
<thead>
<tr>
<th>(Billions of Yen)</th>
<th>Full Year</th>
<th>YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>766.5</td>
<td>1.6%</td>
</tr>
<tr>
<td>Mobile Terminals</td>
<td>303.5</td>
<td>0.2%</td>
</tr>
<tr>
<td>PCs and Others</td>
<td>463.0</td>
<td>-0.2%</td>
</tr>
</tbody>
</table>

Sales 610.0 (-7.7%)

△ Mobile Terminals:
Slight decrease due to price decline and changes in product mix despite shipment increase

△ PCs and Others:
Decrease due to the deconsolidation of consumer PCs

Operating Income 10.0 (+9.0)

△ Improve due to the effect of restructuring in mobile terminal business despite sales decrease

*Forecasts as of Apr 27, 2012
Reference (Financial data)
Net Sales, Operating Income/Loss

Operating income ratio

- 5.1%
- 0.9%
- 3.1%
- 3.5%
- 1.9%
- 2.9%
- 1.2%
8.7%
3.0%
7.6%
3.4%
8.1%

Net Sales

Operating income ratio

-22.3%
-13.0%
-14.2%
-8.4%
-12.7%
-16.2%
0.3%
7.6%
3.4%
8.1%

Net Sales

Overseas Sales (Overseas Sales Ratio)

Sales in Japan

Operating income ratio

-40.0
2.3
-7.5
-23.2
24.3
-13.5
-19.4
26.2
-8.2

Q1 Q2 Q3 Q4
FY10/3 FY11/3 FY12/3

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Empowered by Innovation
Sales, Operating Income/Loss (IT Services)

Operating income ratio

Net Sales

Operating Income/Loss

 FY10/3  FY11/3  FY12/3

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Net Sales</th>
<th>Operating Income/Loss</th>
<th>FY10/3</th>
<th>FY11/3</th>
<th>FY12/3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>167.6</td>
<td>-0.6</td>
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<tr>
<td>Q2</td>
<td>209.8</td>
<td>10.2</td>
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<tr>
<td>Q3</td>
<td>187.6</td>
<td>3.4</td>
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<tr>
<td>Q4</td>
<td>40.2</td>
<td>-5.7</td>
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<tr>
<td>Q1</td>
<td>161.2</td>
<td>0.0</td>
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</tr>
<tr>
<td>Q2</td>
<td>209.7</td>
<td>-8.8</td>
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<td></td>
</tr>
<tr>
<td>Q3</td>
<td>171.0</td>
<td>-6.6</td>
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</tr>
<tr>
<td>Q4</td>
<td>262.2</td>
<td>-7.4</td>
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<tr>
<td>Q2</td>
<td>205.2</td>
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<tr>
<td>Q3</td>
<td>175.8</td>
<td>+2.8</td>
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<tr>
<td>Q4</td>
<td>278.4</td>
<td>+6.2</td>
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</tbody>
</table>
Sales, Operating Income/Loss (Social Infrastructure)

(Billions of yen)

Net Sales

Operating income ratio

Q1 <Apr-Jun> Q2 <Jul-Sep> Q3 <Oct-Dec> Q4 <Jan-Mar>
FY10/3 FY11/3 FY12/3
Sales, Operating Income/Loss (Personal Solutions)

(Billions of yen)

Operating income ratio

Net Sales

Net Sales YoY

Mobile Terminals

PCs and Others

Operating Income/Loss

Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4

FY10/3 FY11/3 FY12/3
Sales, Operating Income/Loss (Others)

Operational income ratio

Net Sales

Operating Income/Loss

Q1  Q2  Q3  Q4  Q1  Q2  Q3  Q4  Q1  Q2  Q3  Q4
<Apr-Jun> <Jul-Sep> <Oct-Dec> <Jan-Mar> <Apr-Jun> <Jul-Sep> <Oct-Dec> <Jan-Mar> <Apr-Jun> <Jul-Sep> <Oct-Dec> <Jan-Mar>

FY10/3  FY11/3  FY12/3

(YoY)

(Billions of yen)
**Exchange Rate**

- **Euro/Yen Exchange rate (Actual)**
  - Average exchange rate ¥116.90
  - Average exchange rate ¥115.20
  - Average exchange rate ¥109.43
  - Average exchange rate ¥101.84

- **Dollar/Yen Exchange rate (Actual)**
  - Average exchange rate ¥82.16
  - Average exchange rate ¥80.64
  - Average exchange rate ¥79.03
  - Average exchange rate ¥77.07
  - Average exchange rate ¥77.77
Stock Price

- Apr 11: NEC IR Day (Personal Solutions)
- May 10: FY11/3 Earnings
- Jun 22: Ordinary General Meeting of Shareholders
- Jul 28: Q1 Earnings
- Oct 10: FY11/3 Earnings
- Oct 12: NEC IR Day (Carrier Networks)
- Oct 27: 1H Earnings
- Nov 27: Q3 Earnings
- Dec 14: R&D Briefing
- Mar 12: Social Infrastructure Technology Briefing

NEC vs. the Nikkei Stock
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