

Financial Results for Fiscal Year Ended March 31, 2014

April 28, 2014

NEC Corporation

(<http://www.nec.com/en/global/ir>)

I . Financial Results for FY14/3

II . Financial Forecasts for FY15/3

III . Progress on Mid-term Management Plan 2015

- Financial Results for FY14/3 (Appendix)
- Financial Forecasts for FY15/3 (Appendix)
- Progress on Mid-term Management Plan 2015 (Appendix)
- Reference (Financial data)

※ As stated in the July 9, 2013 announcement, “NEC to Revise Business Segments,” NEC has revised its business segments from the first quarter of the fiscal year ended March 31, 2014. Figures for the corresponding period of the previous fiscal year have been restated to conform with the new segments.

I . Financial Results for FY14/3

Summary of Financial Results for FY14/3

Net Sales

YoY -0.9%
Difference from forecast
+43.1B Yen

- Achieved company forecast (approx. 6% increase based on existing business)
 - Increased in Public, Enterprise, Telecom Carrier and System Platform
 - Decreased in Others due to deconsolidation of NEC Mobiling, Ltd. etc.

Operating Income

YoY -8.5B Yen
Difference from forecast
+6.2B Yen

- Achieved company forecast for two consecutive years
 - Decreased due to deconsolidation of NEC Mobiling, Ltd. impact from LCD patent sale in the previous year, and a decrease in Telecom Carrier
 - Increased in Public and Enterprise business

Net Income

YoY +3.3B Yen
Difference from forecast
+13.7B Yen

- Achieved company plan for two consecutive years, and increased YoY
 - Recording extraordinary income by selling stocks of NEC Mobiling, Ltd. and NEC BIGLOBE, Ltd.
- Decided on a 4 yen dividend per share

Summary of Financial Results for FY14/3

(Billions of Yen)

	Q4 <January to March>			Full Year			Difference from Jan 30
	FY13/3 Actual	FY14/3 Actual	YoY	FY13/3 Actual	FY14/3 Actual	YoY	
Net Sales	901.8	959.6	6.4%	3,071.6	3,043.1	-0.9%	43.1
Operating Income	42.8	82.5	39.6	114.6	106.2	-8.5	6.2
% to Net Sales	4.8%	8.6%		3.7%	3.5%		
Ordinary Income	40.3	63.7	23.4	92.0	69.2	-22.9	-0.8
% to Net Sales	4.5%	6.6%		3.0%	2.3%		
Net Income	19.0	48.8	29.9	30.4	33.7	3.3	13.7
% to Net Sales	2.1%	5.1%		1.0%	1.1%		
Free Cash Flow	134.7	149.3	14.6	42.0	55.2	13.2	

Note: Average exchange rates for Q4 of FY14/3 \$1= ¥103.18, €1= ¥140.86
(Assumed exchange rates for FY14/3 \$1 = ¥100, €1= ¥125)

Average exchange rates for FY14/3 \$1= ¥99.61, €1= ¥132.83
(Average exchange rates for FY13/3 \$1= ¥82.08, €1= ¥105.98)

Results by Segment for FY14/3

Results
FY14/3

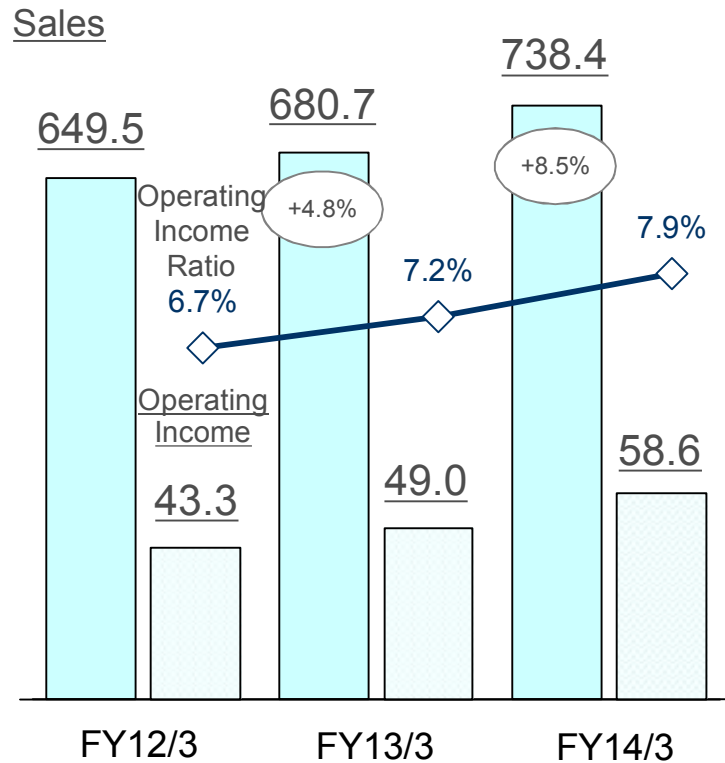
(Billions of Yen)

		Q4 <January to March>			Full Year			Difference from Jan 30
		FY13/3 Actual	FY14/3 Actual	YoY	FY13/3 Actual	FY14/3 Actual	YoY	
Public	Net Sales	254.5	271.0	6.5%	680.7	738.4	8.5%	-6.6
	Operating Income	25.8	26.5	0.7	49.0	58.6	9.6	1.6
	% to Net Sales	10.1%	9.8%		7.2%	7.9%		
Enterprise	Net Sales	73.7	81.5	10.7%	251.6	272.3	8.2%	7.3
	Operating Income	3.3	6.0	2.7	5.5	6.5	1.1	0.5
	% to Net Sales	4.5%	7.4%		2.2%	2.4%		
Telecom Carrier	Net Sales	200.3	219.0	9.4%	709.3	725.8	2.3%	10.8
	Operating Income	22.7	28.5	5.8	71.6	60.3	-11.2	0.3
	% to Net Sales	11.3%	13.0%		10.1%	8.3%		
System Platform	Net Sales	209.9	244.3	16.4%	744.4	780.8	4.9%	40.8
	Operating Income	16.8	20.9	4.1	32.7	30.7	-2.0	1.7
	% to Net Sales	8.0%	8.6%		4.4%	3.9%		
Others	Net Sales	163.4	143.7	-12.1%	685.7	525.9	-23.3%	-9.1
	Operating Income/Loss	-10.1	9.6	19.7	16.9	-1.4	-18.3	-3.4
	% to Net Sales	-6.2%	6.7%		2.5%	-0.3%		
Adjustment	Operating Loss	-15.7	-9.1	6.6	-61.0	-48.6	12.4	5.4
Total	Net Sales	901.8	959.6	6.4%	3,071.6	3,043.1	-0.9%	43.1
	Operating Income	42.8	82.5	39.6	114.6	106.2	-8.5	6.2
	% to Net Sales	4.8%	8.6%		3.7%	3.5%		

Billions of Yen (YoY)

(Billions of Yen)

YoY



Sales 738.4 (+8.5%)

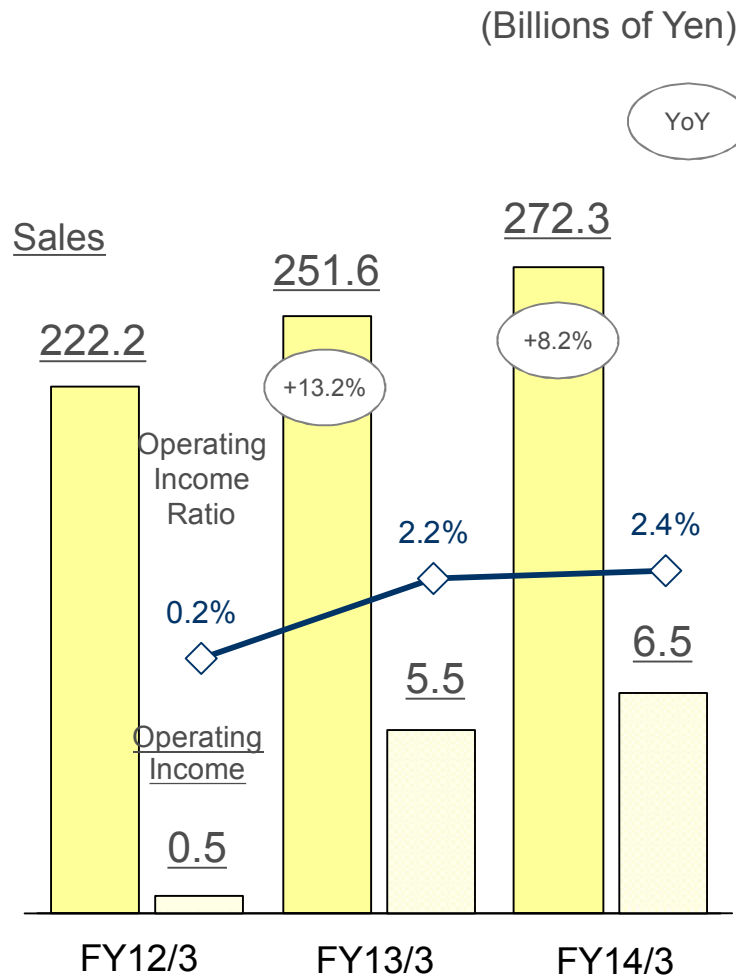
△ Increased due to steady sales from government and public areas

Operating Income 58.6 (+9.6)

△ Improved due to sales increase



Billions of Yen (YoY)



Sales 272.3 (+8.2%)

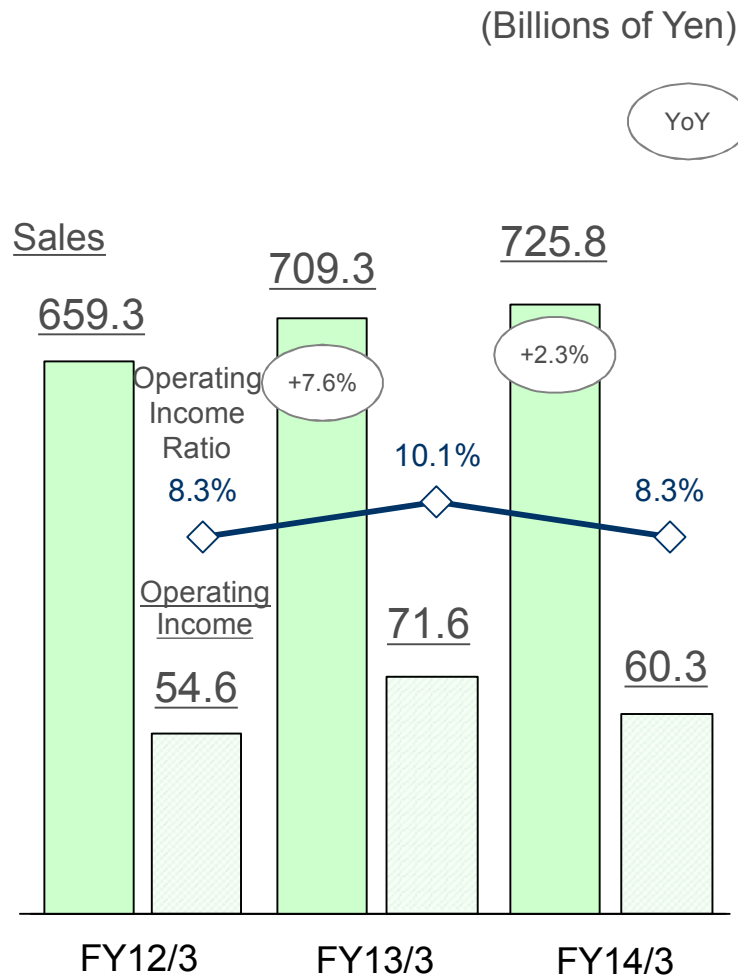
△ Increased due to steady sales from the retail and services industries

Operating Income 6.5 (+1.1)

△ Improved due to sales increase, despite investment in infrastructure for the retail and logistics industries



Billions of Yen (YoY)



Sales 725.8 (+2.3%)

- ▽ Japan: Decreased from the previous fiscal year, where there was strong demand
- △ International: Increased mainly in TOMS

Operating Income 60.3 (-11.2)

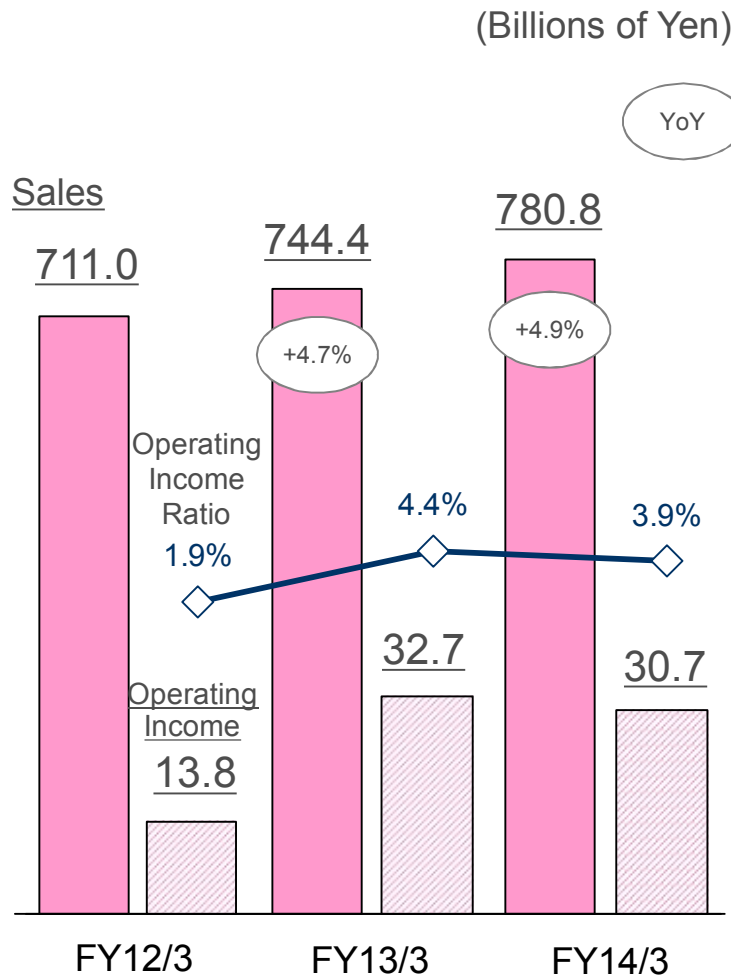
- ▽ Decreased due to accelerated investment in SDN, etc. and temporary profit related to intellectual property in the previous fiscal year

TOMS : Telecom Operations and Management Solutions

SDN : Software-Defined Networking



Billions of Yen (YoY)



Sales 780.8 (+4.9%)

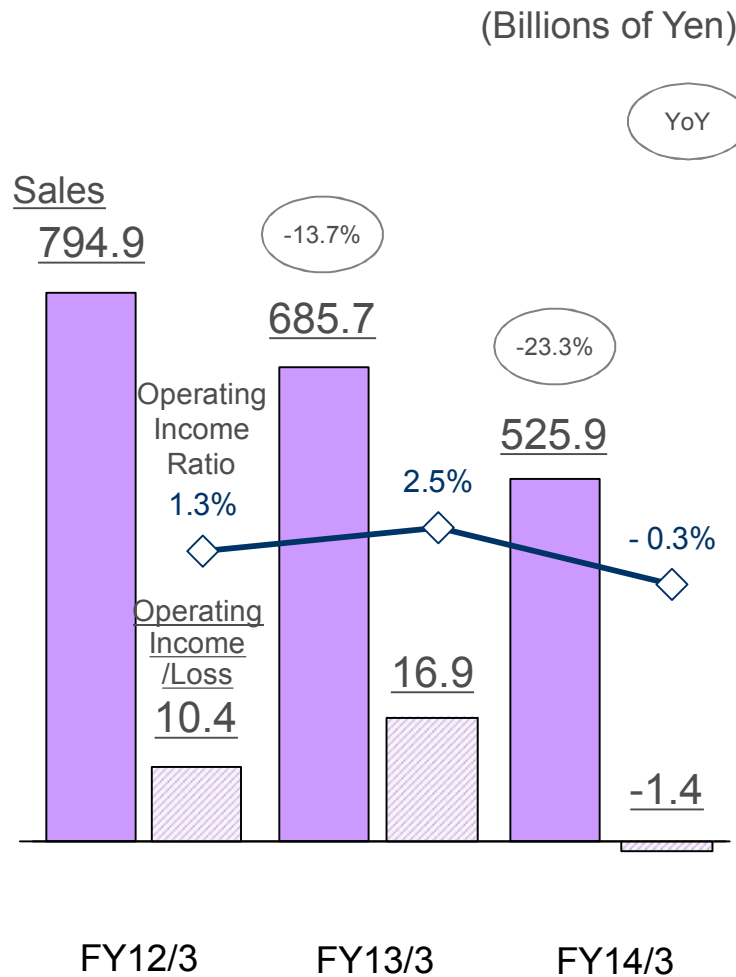
△ Increased mainly in business PCs, despite the impact of large-scale projects in the previous fiscal year

Operating Income 30.7 (-2.0)

▽ Decreased due to project lineup changes



Billions of Yen (YoY)



Sales 525.9 (-23.3%)

- ▽ Decreased in mobile phone shipments
- ▽ Decreased due to deconsolidation of NEC Mobiling, Ltd. and the electronic components business

Operating Loss -1.4 (-18.3)

- ▽ Worsened due to the impact of LCD patent sales in the previous fiscal year, deconsolidation of businesses and decreased sales

Mobile Phone Business Update

Conventional mobile phones (business policy revision)

- Continue business in Japan utilizing existing technology assets
- Discontinue international business

Additional cost

- Recorded approx. 11.0 billion yen of extraordinary loss (business structure improvement expenses) in the second half

(Total approx. 22.0 billion yen recorded for the full year of FY2013, including approx. 11.0 billion yen in the first half)

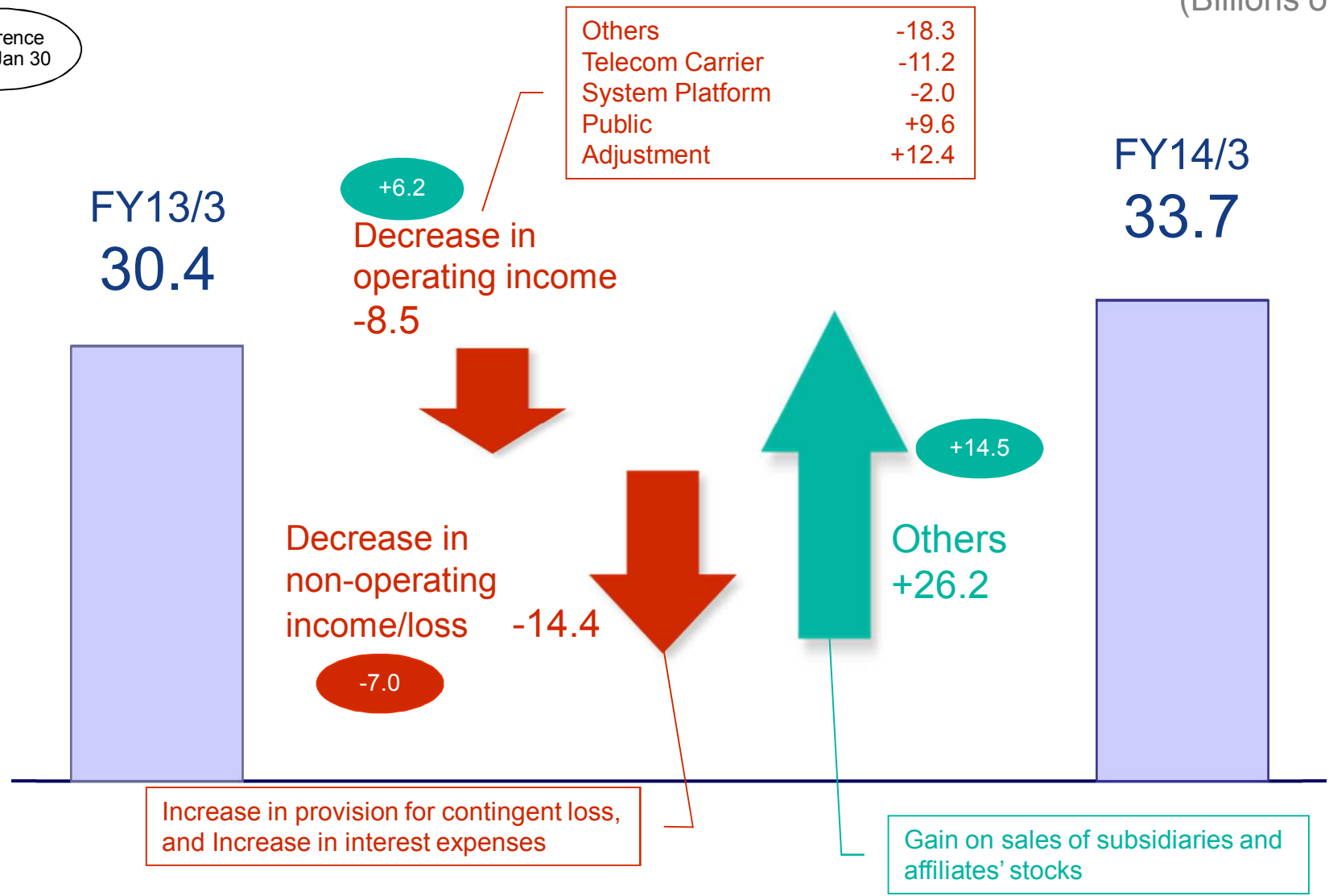
- Liquidation cost for the overseas subsidiary of NEC CASIO Mobile Communications, Ltd.
- Expenses related to the discontinuation of new development for international markets under a revised policy for conventional mobile phones, and maintenance costs in Japan

Issues resolved, Minimize operations

Net Income Change (Year on Year)

(Billions of Yen)

Difference
from Jan 30



II . Financial Forecasts for FY15/3

NEC's Management Policy for FY15/3

Market forecast

- The Japanese economy is expected to grow moderately toward the second half of the fiscal year (In terms of the world economy, a recovery is expected in Europe and the U.S. , while emerging markets are expected to have moderate growth)
 - IT investment in Japan is expected to see a steady growth in fields such as system integration and outsourcing
 - Public : Expansion in investment related to social infrastructure such as continuous strong demand for digital wireless fire prevention systems and an increase in investment by Japan's central and local governments for the national ID number system in the public field
 - Telecom Carrier : Global expansion in investment for the LTE related projects and the TOMS / SDN market
 - Energy : Rechargeable battery market to be stimulated by government subsidies

Business strategy

- Execute strategic investment in focused areas for growth
- Expand GSD business, Improve the profitability of international business, drive cost reduction initiatives•••

“CS No.1” “Global First” “One NEC”

※GSD : Global Safety Division

Summary of Financial Forecasts for FY15/3

Forecasts
FY15/3

Achieve 120 billion yen in operating income (Sales increase by approx. 4% based on existing business)

(Billions of Yen)

	Full Year		
	FY14/3 Actual	FY15/3 Forecasts	YoY
Net Sales	3,043.1	3,000.0	-1.4%
Operating Income	106.2	120.0	13.8
% to Net Sales	3.5%	4.0%	
Ordinary Income	69.2	90.0	20.8
% to Net Sales	2.3%	3.0%	
Net Income	33.7	35.0	1.3
% to Net Sales	1.1%	1.2%	
Net Income per share (Yen)	12.99	13.47	0.48

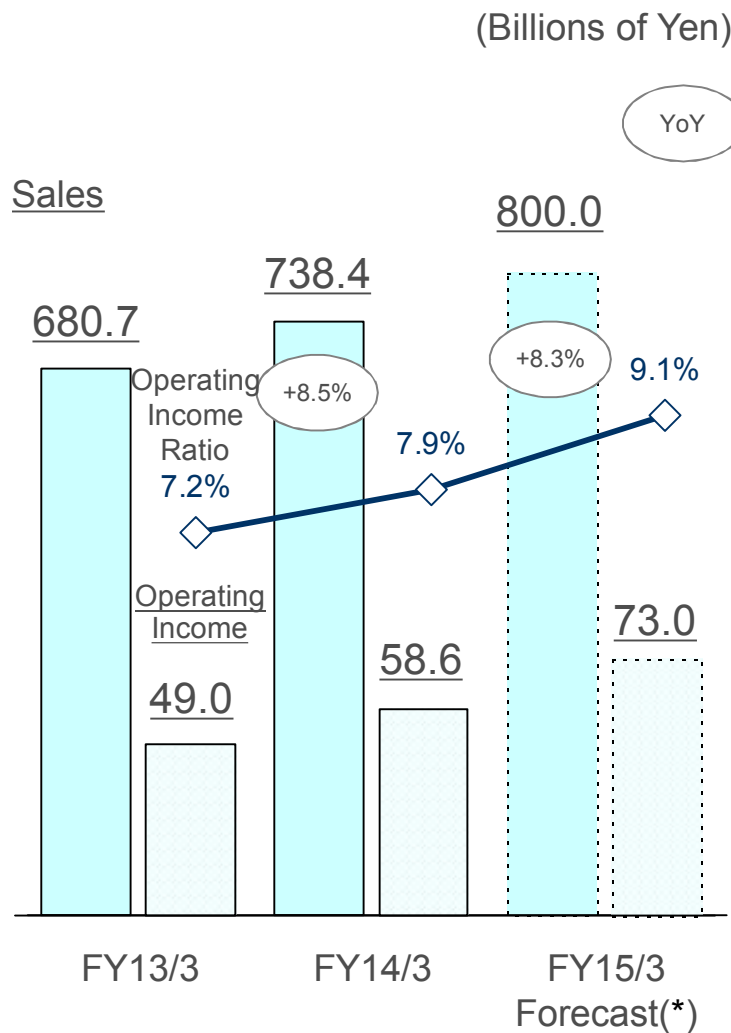
(Billions of Yen)

		Full Year		
		FY14/3 Actual	FY15/3 Forecasts	YoY
Public	Net Sales	738.4	800.0	8.3%
	Operating Income	58.6	73.0	14.4
	% to Net Sales	7.9%	9.1%	
Enterprise	Net Sales	272.3	275.0	1.0%
	Operating Income	6.5	9.0	2.5
	% to Net Sales	2.4%	3.3%	
Telecom Carrier	Net Sales	725.8	770.0	6.1%
	Operating Income	60.3	66.0	5.7
	% to Net Sales	8.3%	8.6%	
System Platform	Net Sales	780.8	775.0	-0.7%
	Operating Income	30.7	35.0	4.3
	% to Net Sales	3.9%	4.5%	
Others	Net Sales	525.9	380.0	-27.7%
	Operating Income/Loss	-1.4	1.0	2.4
	% to Net Sales	-0.3%	0.3%	
Adjustment	Operating Loss	-48.6	-64.0	-15.4
Total	Net Sales	3,043.1	3,000.0	-1.4%
	Operating Income	106.2	120.0	13.8
	% to Net Sales	3.5%	4.0%	

Note: Assumed exchange rates for FY15/3 \$1=¥100, €1=¥130

* Forecasts as of April 28, 2014

Billions of Yen (YoY)



Sales 800.0 (+8.3%)

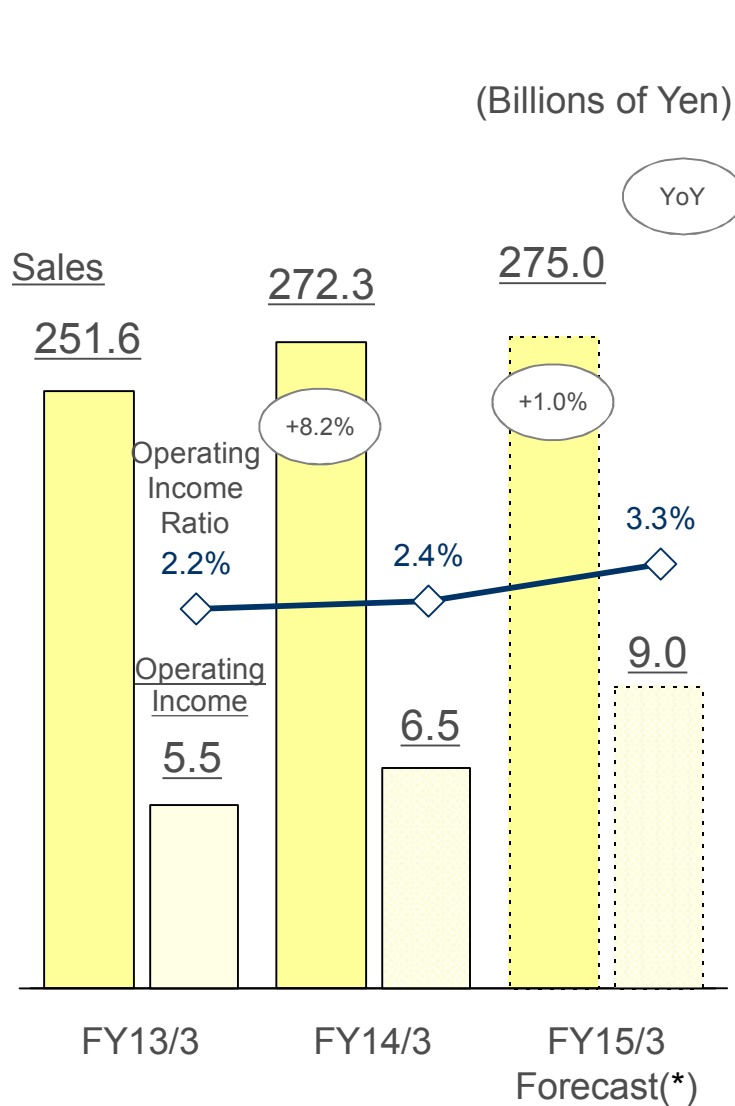
- △ Increase due to steady sales mainly from the government and public areas such as fire prevention systems and the national ID number system

Operating Income 73.0 (+14.4)

- △ Improve due to sales increase, cost reductions and a decrease in loss making projects



* Forecasts as of April 28, 2014



Sales 275.0 (+1.0%)

△ Increase due to steady sales from manufacturing industries

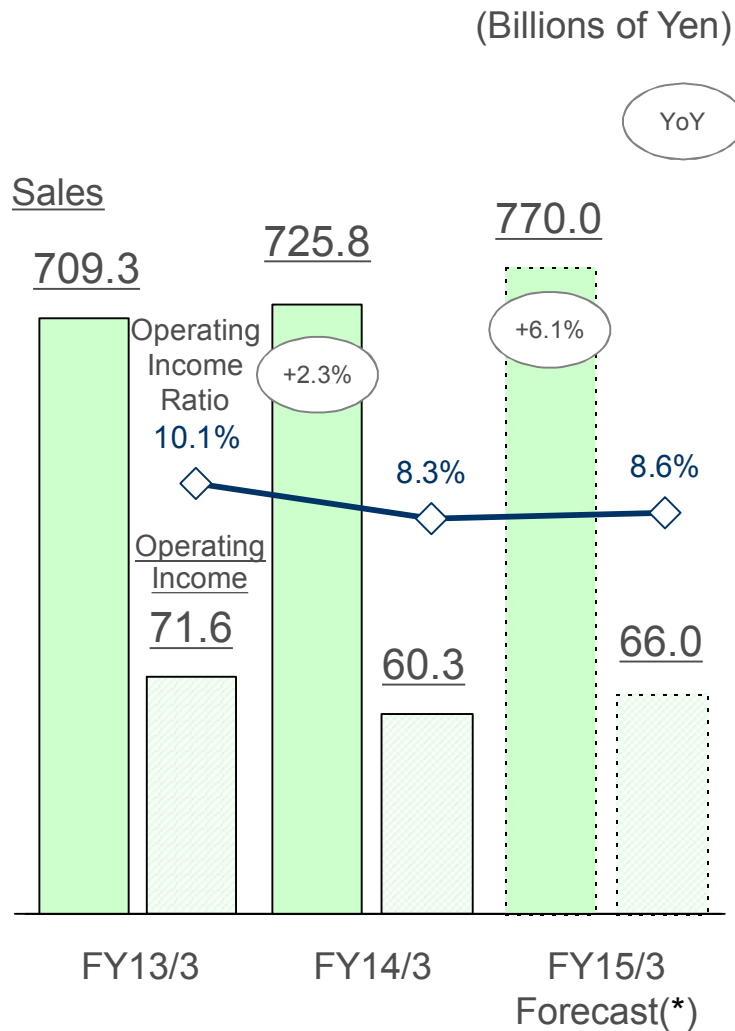
Operating Income 9.0 (+2.5)

△ Improve due to sales increase



* Forecasts as of April 28, 2014

Billions of Yen (YoY)



Sales 770.0 (+6.1%)

- △ Japan: Remain same level
- △ International: Increase mainly in focus areas such as TOMS / SDN, in addition to mobile backhaul

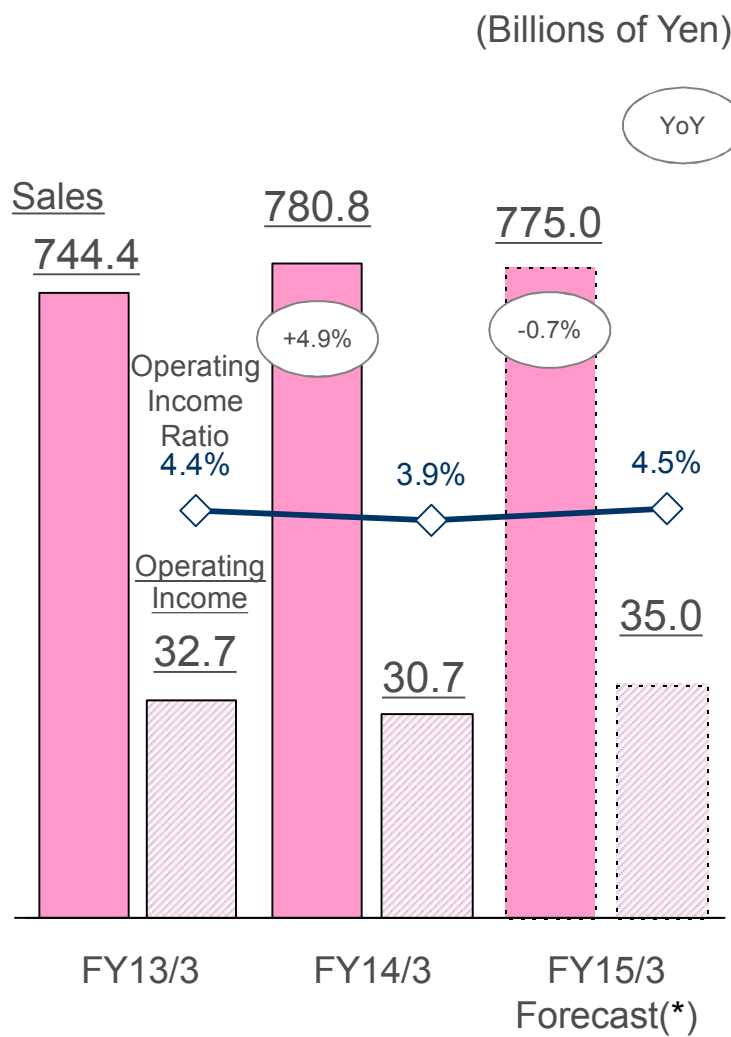
Operating Income 66.0 (+5.7%)

- △ Improve due to sales increase mainly in international business



* Forecasts as of April 28, 2014

Billions of Yen (YoY)



Sales 775.0 (-0.7%)

▽ Decrease due to declining business PCs, despite an increase in IT demand, such as servers and software

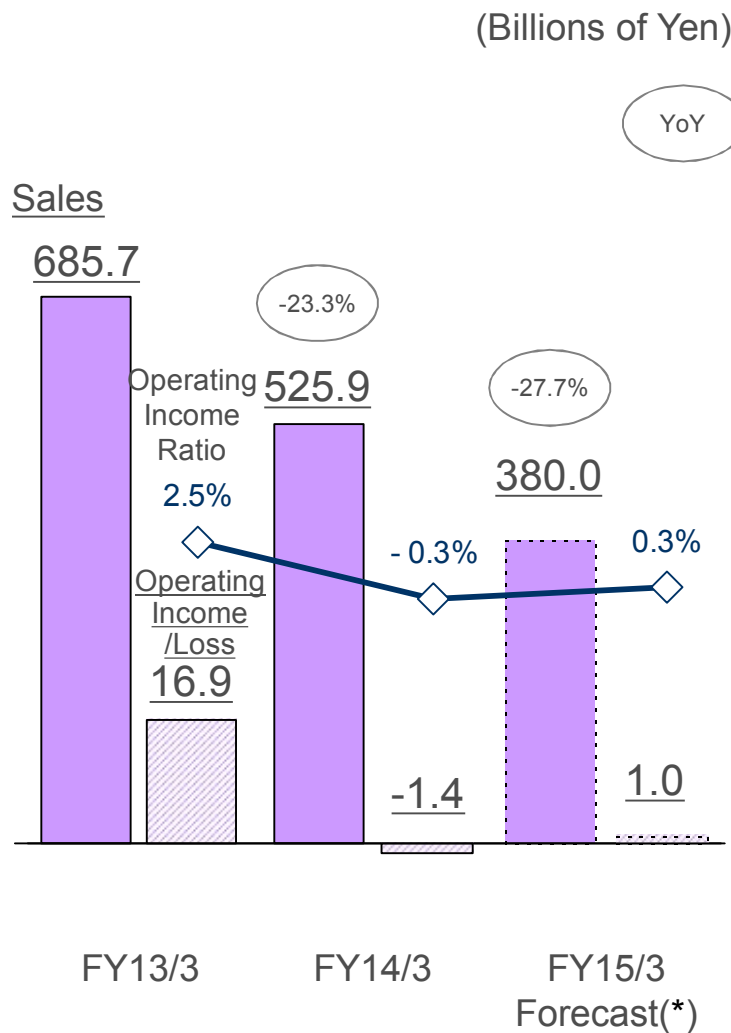
Operating Income 35.0 (+4.3)

△ Improve due to integration effect from NEC Fielding, Ltd. and sales increase in servers and software



* Forecasts as of April 28, 2014

Billions of Yen (YoY)



Sales 380.0 (-27.7%)

- ▽ Decrease due to deconsolidation following sale of stock of NEC BIGLOBE, Ltd. , etc.

Operating Income 1.0 (+2.4)

- △ Improve due to improvement of the mobile phone business and energy business, despite impact from deconsolidating businesses

* Forecasts as of April 28, 2014

Net Income Change (Year on Year)

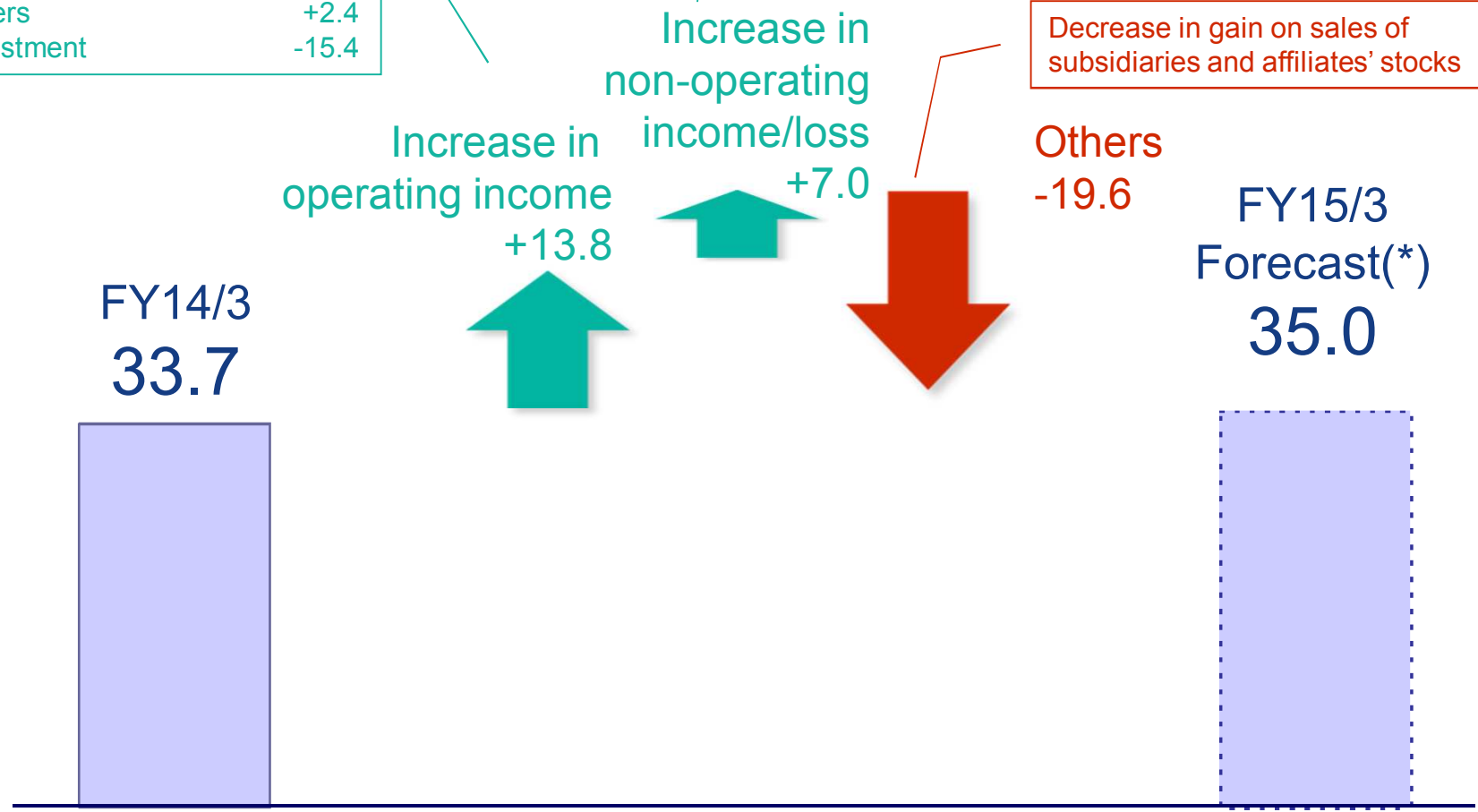
Forecasts
FY15/3

(Billions of Yen)

Public	+14.4
Telecom Carrier	+5.7
System Platform	+4.3
Enterprise	+2.5
Others	+2.4
Adjustment	-15.4

Decrease in provision for contingent loss,
and decrease in interest expenses

Decrease in gain on sales of
subsidiaries and affiliates' stocks



* Forecasts as of April 28, 2014

III. Progress on Mid-term Management Plan 2015

Mid-term Management Policy

(1) Focus on Solutions for Society

→ Transformation into a social value innovator

- Focusing of management resources on businesses that advance social infrastructure through ICT
- Create new business models with the understanding that social problems provide an opportunity for growth

(2) Focus on Asia, promotion of “locally-led” business

→ Creation of a foundation for growth as a company able to compete globally

- Focus on emerging and developing countries, particularly in Asia
- Realization of increased sensitivity to local needs, increased business speed

(3) Stabilize our financial foundation

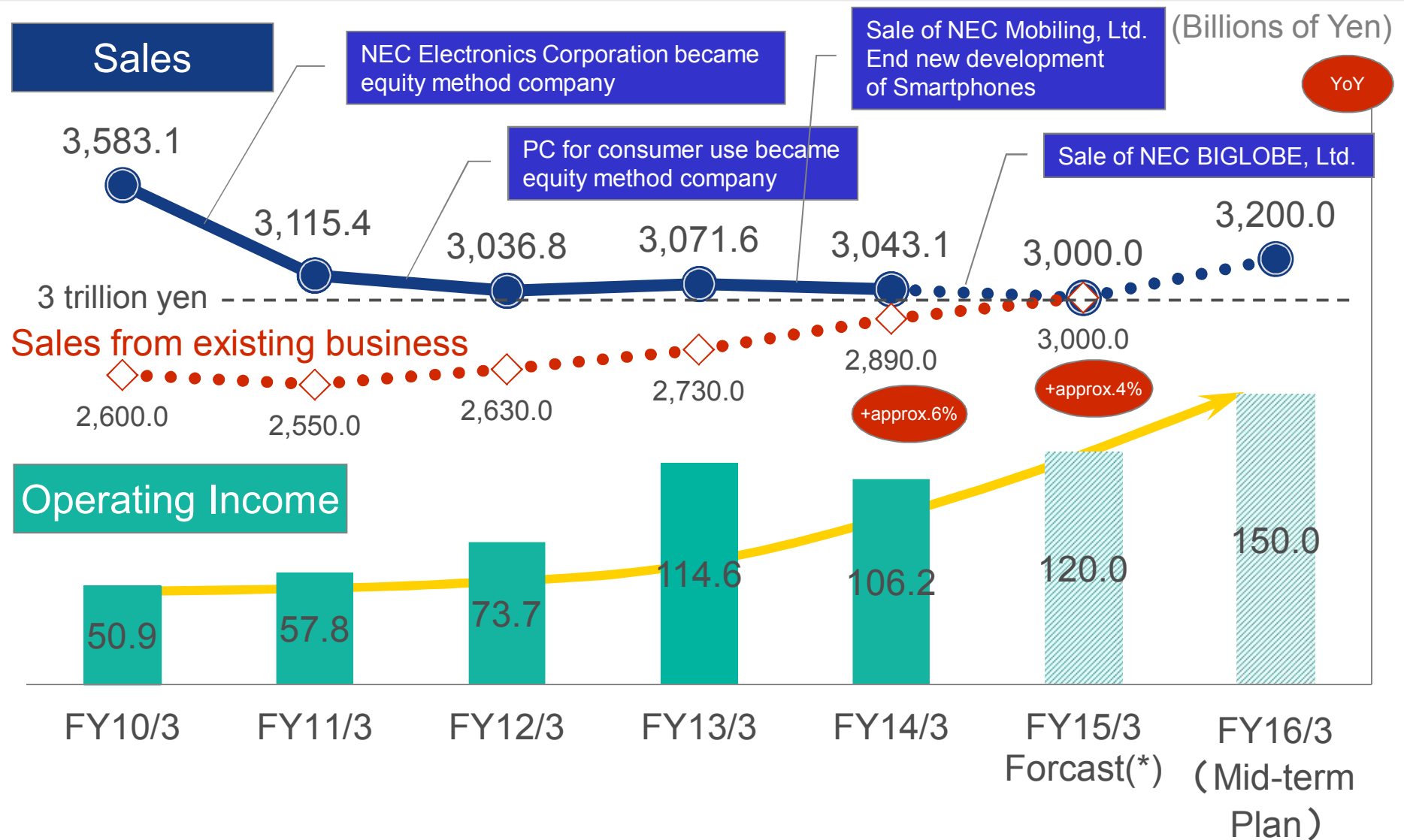
- • Enhanced cost competitiveness
- Creation of an earnings structure that produces operating income of 150 billion yen and free cash flow of 100 billion yen
- Hybrid finance to ensure financial reserve



Achieve 5% in operating margin and 25% in international sales ratio

* Forecasts as of April 26, 2013

Transition in Financial Results and Forecasts



* Forecasts as of April 28, 2014

Topics Discussed by Management this Year

- Central areas in which the NEC group will concentrate as sales remain at 3 trillion yen
- Corporate culture that will serve as a core for the NEC group and its services for society for the next 100 years
- Corporate structure and operation process that will respond to changes in market
- Global competitiveness that will be an essential element demanded by the market



Achievements in FY14/3 and Next Steps

Achievements

- Executed investment in focus area
 - Invested in TOMS, SDN, big data and data centers
 - Acquired energy storage system business from A123 Systems, LLC.
- Revised business portfolio
 - NEC Mobiling, Ltd., NEC BIGLOBE, Ltd. and discontinued mobile phone business
- Strengthened development, production and cost reduction
 - Carried out tender offer for NEC Fielding, Ltd.
 - Rebuilt software development, hardware development / manufacturing and staff services subsidiaries

Next Steps

- Accelerate to materialize growth plans
 - Secure sales growth in focus areas and international markets
- Enhance efforts for improving profitability
 - Improve the profitability of international business, determine the course for low profitability businesses and deliver business integration results
 - Accelerate measures to enhance cost competitiveness

Public Business Growth Strategies

- Secured orders in the social infrastructure domain
(Transportation, water, communications, urban development / industrial parks, cyber security)
- Secured orders for national ID number related systems



Air traffic control radar
(Taiwan, Nepal, Philippines)



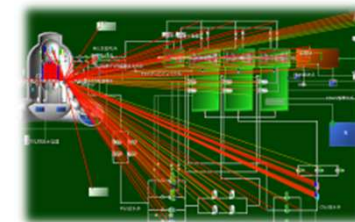
Quasi-zenith
satellite system



Disaster prevention
system
(Taiwan, Philippines)



Sewage pipe inspection robot
Field tests using actual sewage pipes
(Japan Sewage Works Agency, Funabashi City)



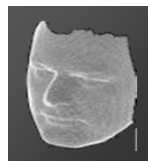
Large-scale plant failure
sign monitoring system

Accelerate mid and long term approach for growth

Public Business Growth Strategies (Safety business)

- | Launched Global Safety Division in Singapore, established business operation structure on a global base (April 2013)
 - Total of 500 staff to execute business in regional competence centers in Singapore, Argentina and China including safety team members in each country
- | Secured orders for facility surveillance (IVS), communication security system (TCS), cyber security and facial recognition systems (FY14/3)

IVS : Intelligent Video Surveillance
TCS : Train Communication & Security System



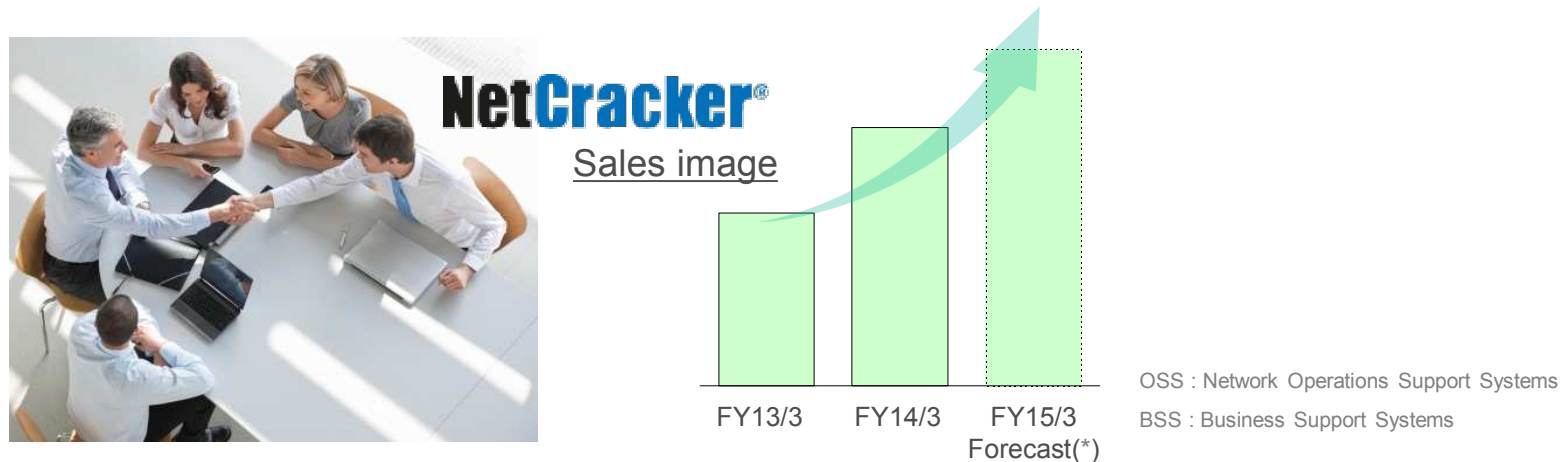
Targeting 130% YoY business expansion in FY15/3

* Forecasts as of April 28, 2014

Telecom Carrier Business Growth Strategies (TOMS)

Demonstrated product competitiveness and global operational strength

- Commercialized “TOMS 9.0” (OSS/BSS integrated solution)
 - Realized system construction / create addition functions in less time and lower cost
- Expanded the new customer base after integration of Convergys’ BSS business (over 250 customers in 58 countries worldwide)
 - Enhanced distribution for new customers such as utility business operators and customers of NEC’s locally-incorporated companies



Expand TOMS business centrally in NetCracker

* Forecasts as of April 28, 2014

Network Business Growth Strategies (SDN)

Enterprise / Public

- Applied SDN to simplify existing complex networks, for more simple, convenient networks
 - Expanded number of projects by capturing growing demand in enterprise network and Public field, such as network for hospitals and transportation network
《Track record in FY14/3》 East Japan Railway Company (Tokyo station)
, Toyo Seikan Group Holdings, Ltd. tv asahi, Nippon Jimuki Co.,Ltd. ,etc.
- Partnership formed with Hewlett-Packard in the SDN field for Enterprise networks



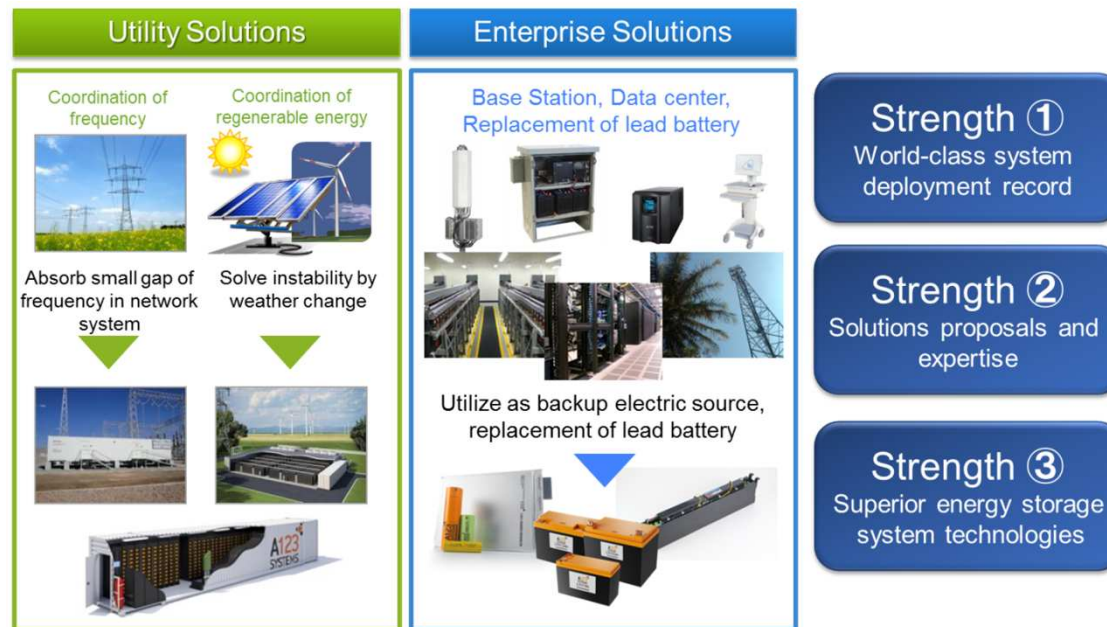
Telecom Carrier

- Drove the introduction of SDN for upgrading and automating network operation control
 - Promoted cooperative tests with leading global carriers that aim to introduce SDN (more than 10 companies), and accelerate commercialization activities in preparation for full implementation in FY16/3
《 Track record in FY14/3 》 Activated commercial vEPC in Myanmar, first in the world
Drove corroborative trial with Telefónica for commercial use

Accelerate Enterprise, Public and Telecom Activities

Smart Energy Business Growth Strategies

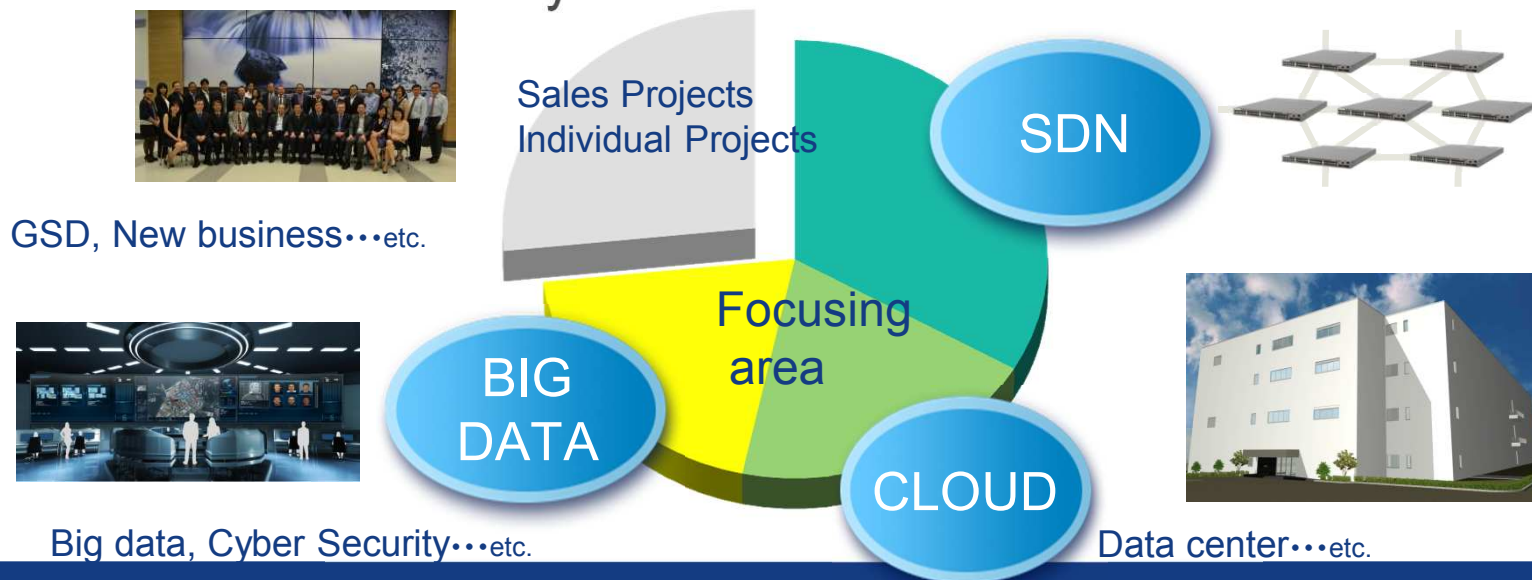
- Acquired “A123 Energy Solutions” a division that provides energy storage systems for electric utility companies and enterprises for approx. \$100 million



Roll out to the global market and integrate energy storage systems and ICT

Focusing investment in central fields for growth

Placing highest priority on the international telecom carrier field (SDN/Cloud), concentrating on the launch of big data and cyber security as core differentiators of NEC's "Solutions for Society"



Planning strategic investment of 15 billion yen,
almost twice the previous year

* Excluding the investment for each segment, Forecasts as of April 28, 2014

Stabilize our Financial Foundation

Funding through hybrid financing

- Plan to repay existing interest-bearing liabilities and to finance business operations

Carried out tender offer for the share of NEC Fielding, Ltd.

- Scheduled to become wholly owned company in Q2 FY15/3

Reorganized 7 software development subsidiaries

- Launched “NEC Solution Innovators, Ltd.” on April 1, 2014

Reorganized 4 hardware development / manufacturing subsidiaries

- Launch a new company in July 2014

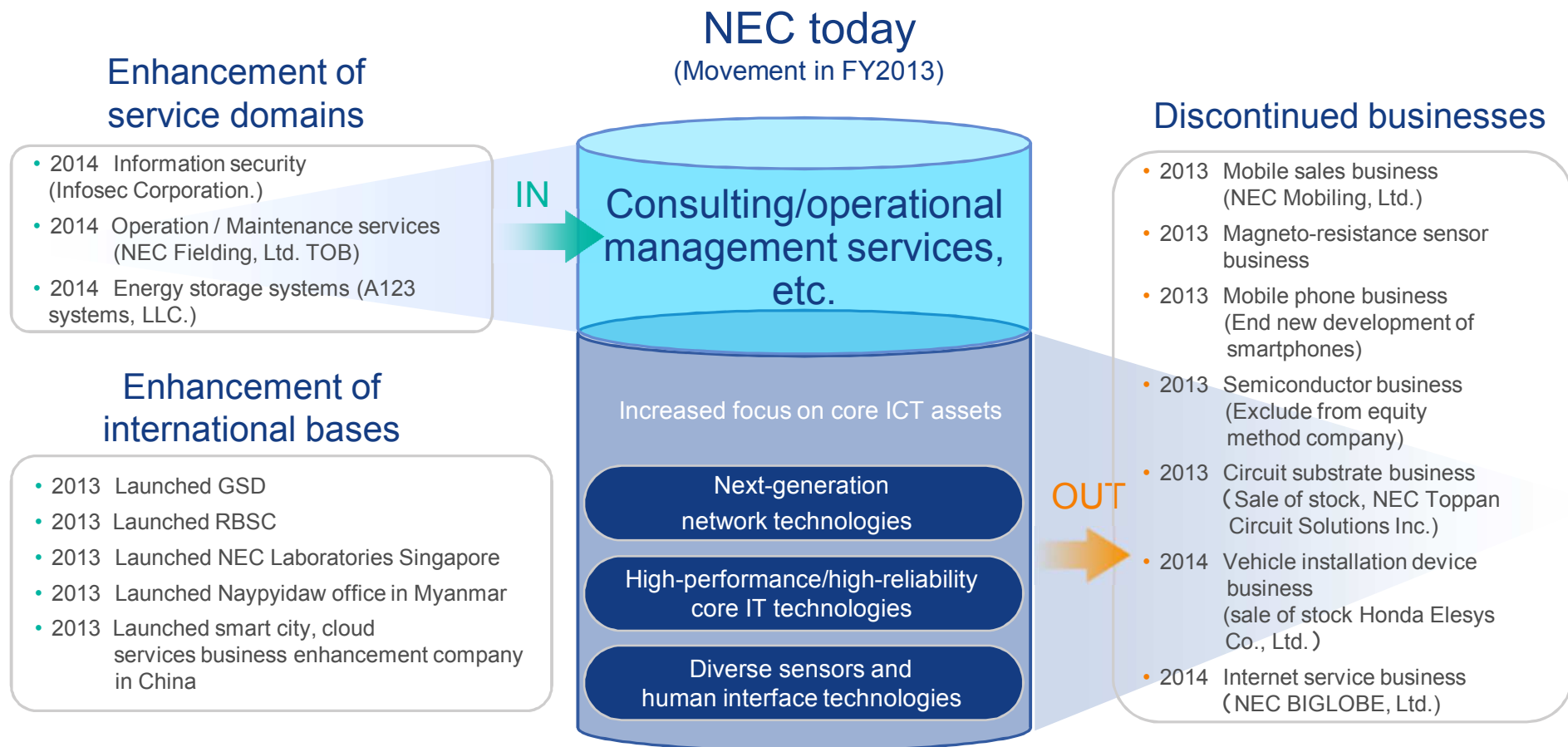
Reorganized 4 staff services subsidiaries

- Launched “NEC Management Partner, Ltd.” on April 1, 2014



Review Business Portfolio

Execute portfolio management putting “Solutions for Society” at the center



* as of April 28, 2014

Summary



Achieving the goals for FY15/3 is
a necessary step for realization of
the Mid-term Management Plan 2015

Accomplish the full-year forecast
for the third consecutive year
and assure stable dividends

* Forecasts as of April 28, 2014

Empowered by Innovation

NEC

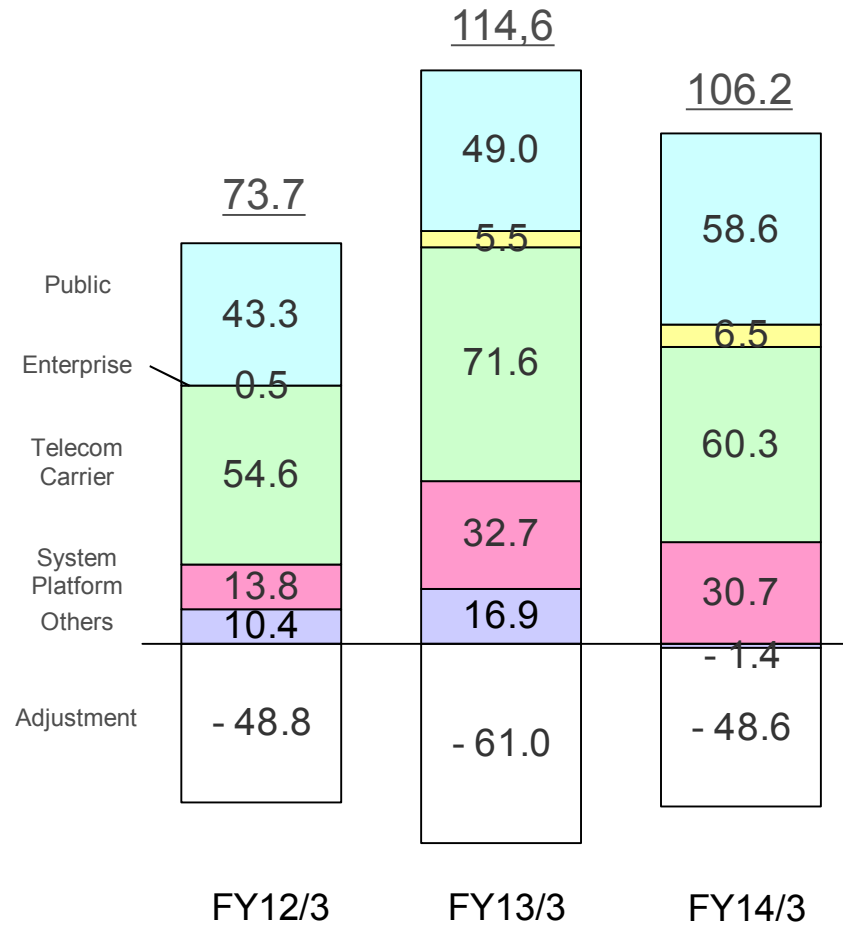
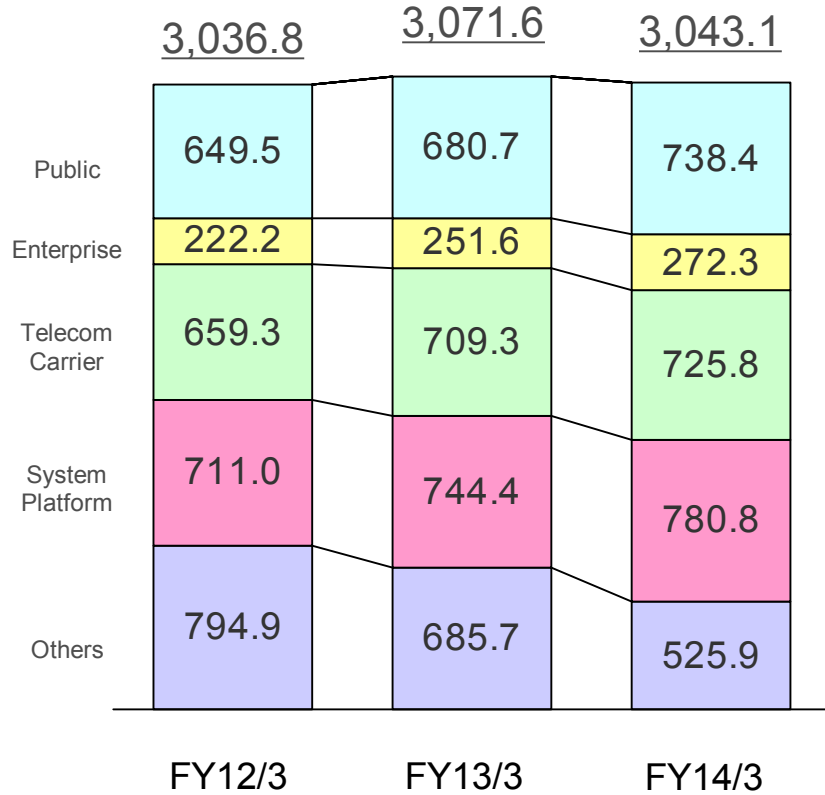
Financial Results for FY14/3 (Appendix)

Results for FY14/3 by Segment (three-year transition)

(Billions of Yen)

Net Sales

Operating Income/Loss



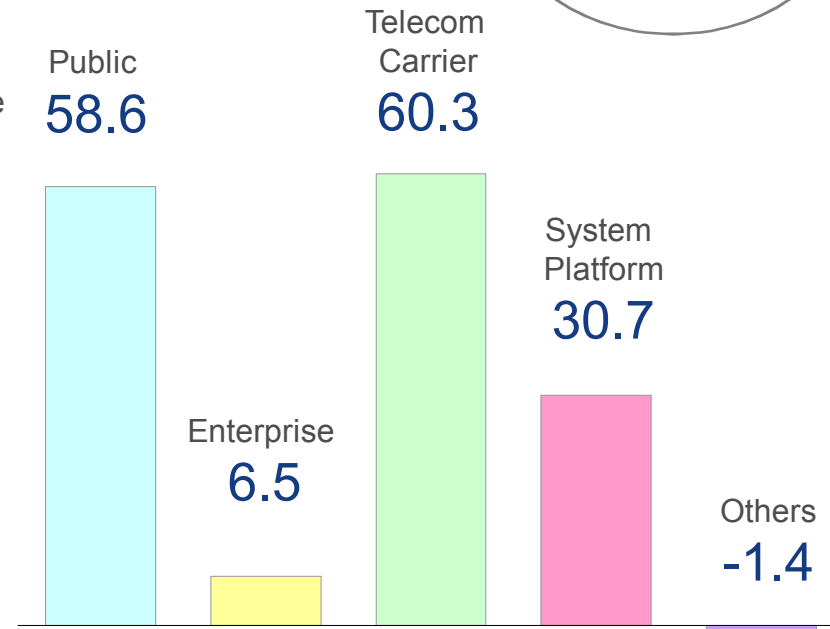
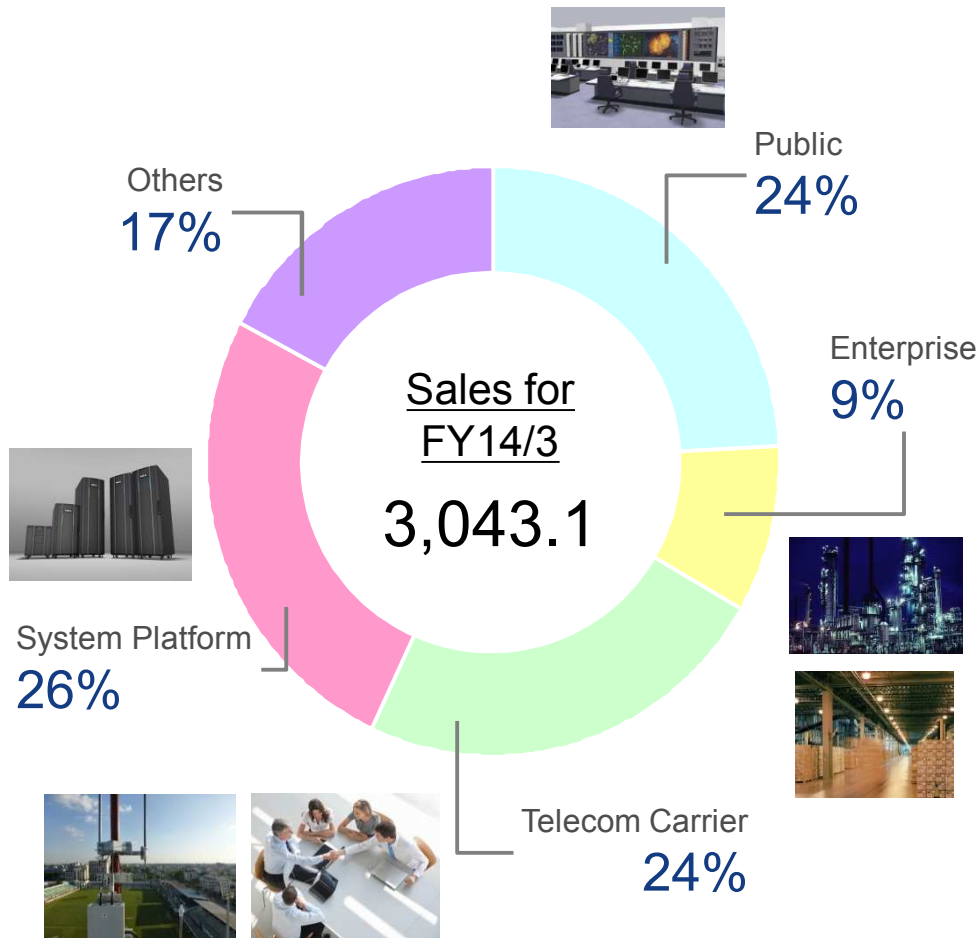
Financial Results for FY14/3 by Segment

(Billions of Yen)

Net Sales

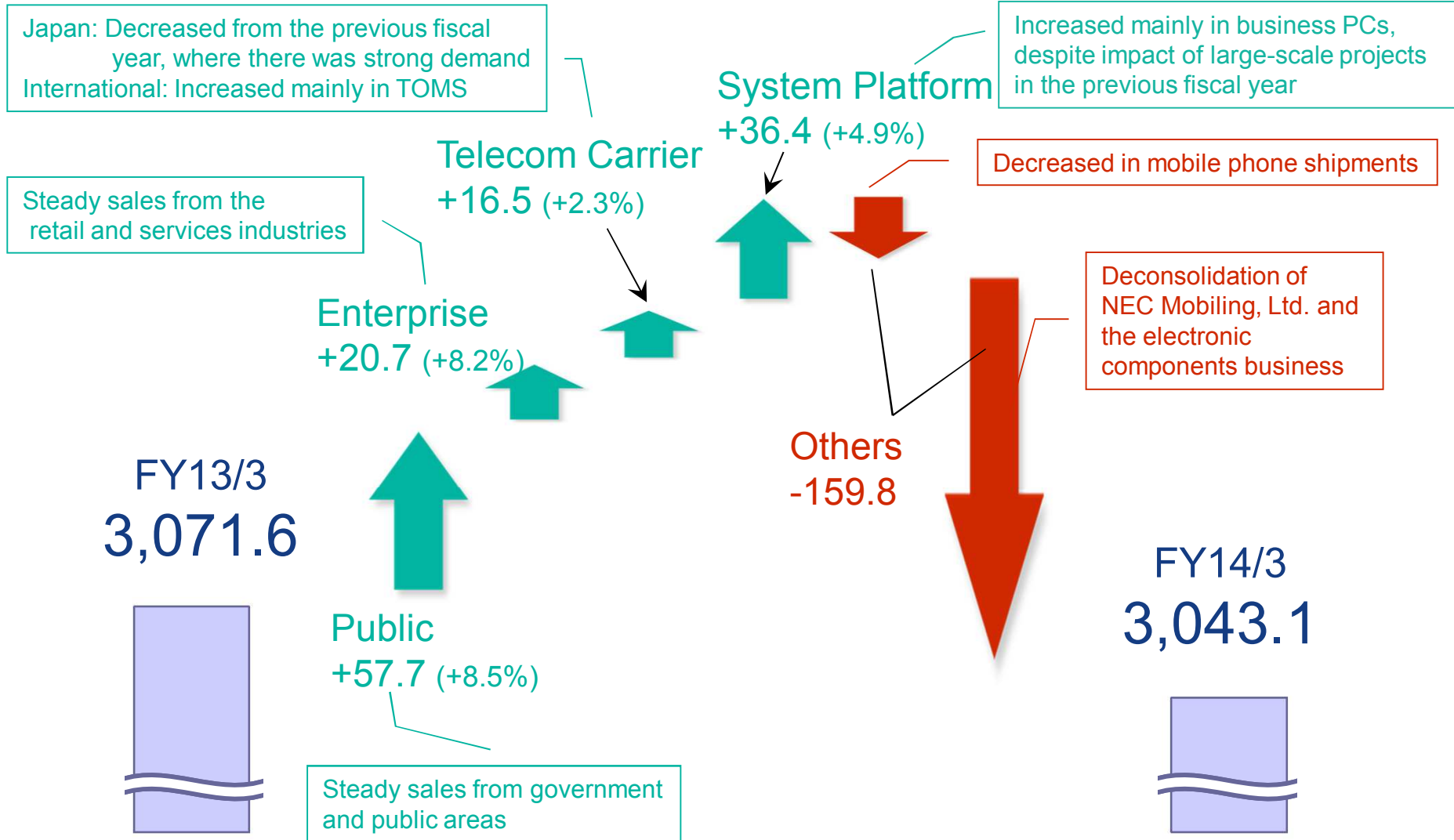
Operating Income/Loss

Operating Income
for FY14/3
106.2

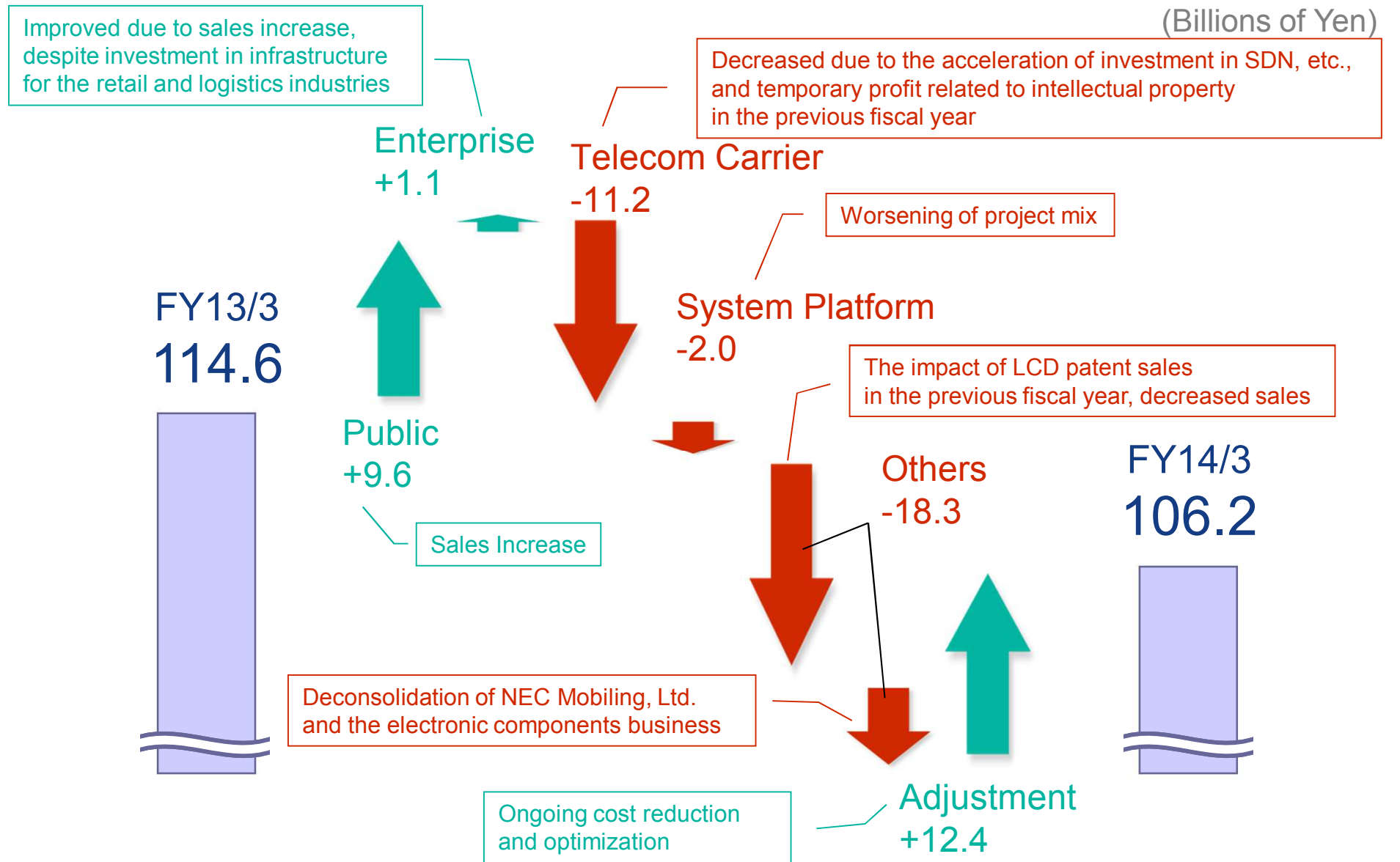


Sales Change (Year on Year)

(Billions of Yen)

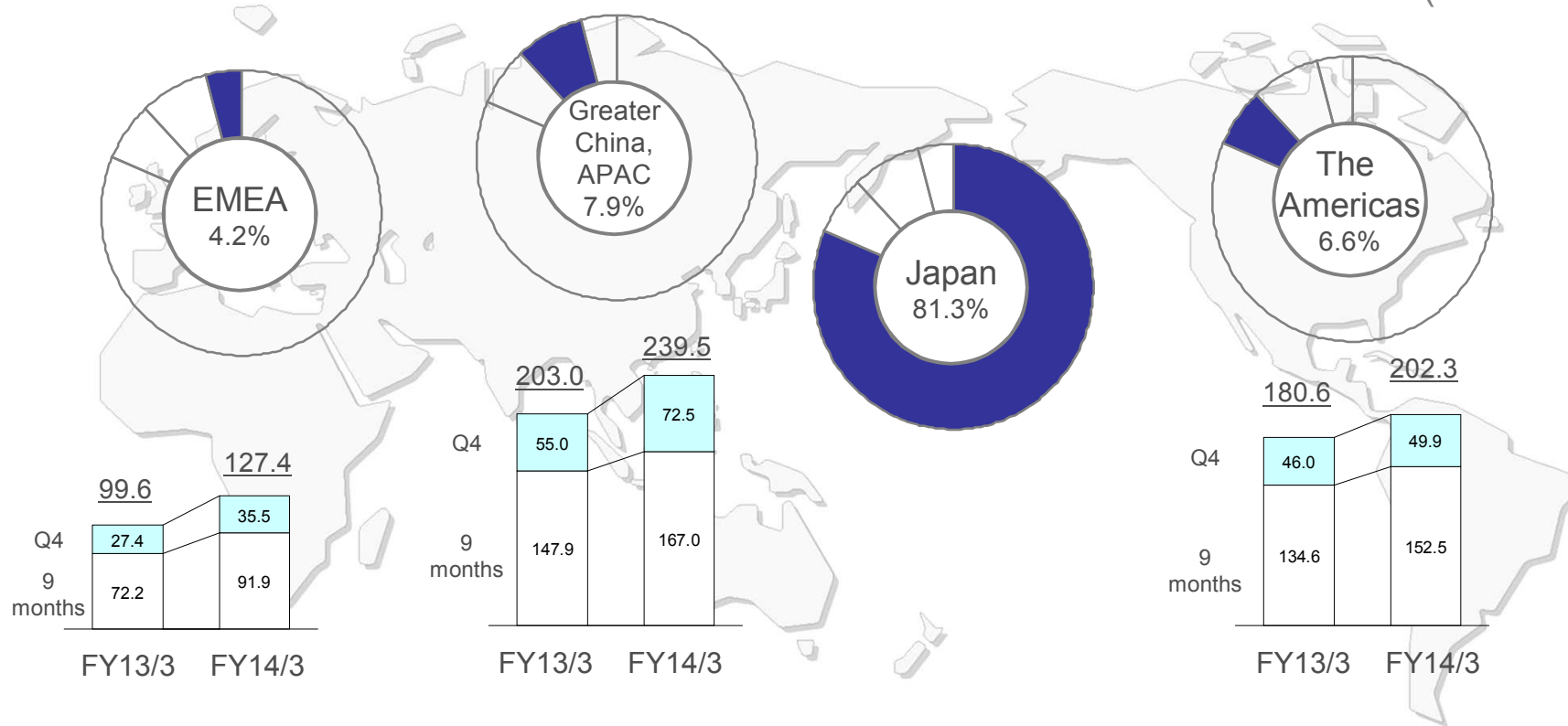


Operating Income Change (Year on Year)



International Sales

(Billions of Yen)



	Q4 <January to March>			Full year		
	FY13/3 Actual	FY14/3 Actual	YoY	FY13/3 Actual	FY14/3 Actual	YoY
International sales	128.4	157.8	22.9%	483.1	569.2	17.8%
% to Net Sales	14.2%	16.4%		15.7%	18.7%	

* Sales are classified by country or region based on customer locations. The rates of circle graphs are calculated by full year.

Financial Position Data

(Billions of Yen)

	End of March 2013	End of March 2014	Difference from March 2013
Total Assets	2,581.0	2,505.3	-75.6
Net Assets	836.1	767.7	-68.5
Interest-bearing debt	603.5	575.2	-28.3
Shareholders' Equity	710.7	695.9	-14.7
Equity ratio(%)	27.5%	27.8%	0.3pt
D/E ratio (times)	0.85	0.83	0.02pt
Net D/E ratio (times)	0.57	0.53	0.04pt
Cash and cash equivalents	197.1	206.6	9.5

<Ref.> Balance Sheets (At the end of March, 2014)

(Billions of Yen)

<Compared to end of March 2013>
Total Assets 2,505.3 (-75.6)

Compared to
end of March
2013

Current Assets
1,502.9

-10.9

Liabilities
1,737.7

-7.2

Decreased in bonds and commercial papers, despite an increase in long-term debt due to financing through hybrid finance (subordinated loan) and an increase in net defined benefit liability

Noncurrent Assets
1,002.4

-64.7

Decreased in prepaid pension cost owing to the application of new accounting standards for retirement benefit, despite an increase from the acquisition of trust beneficially rights set to land and buildings

Net Assets
767.7

-68.5

Recorded remeasurements of defined benefit plans (-60.7) and a decrease in minority interests

Financial Forecasts for FY15/3 (Appendix)

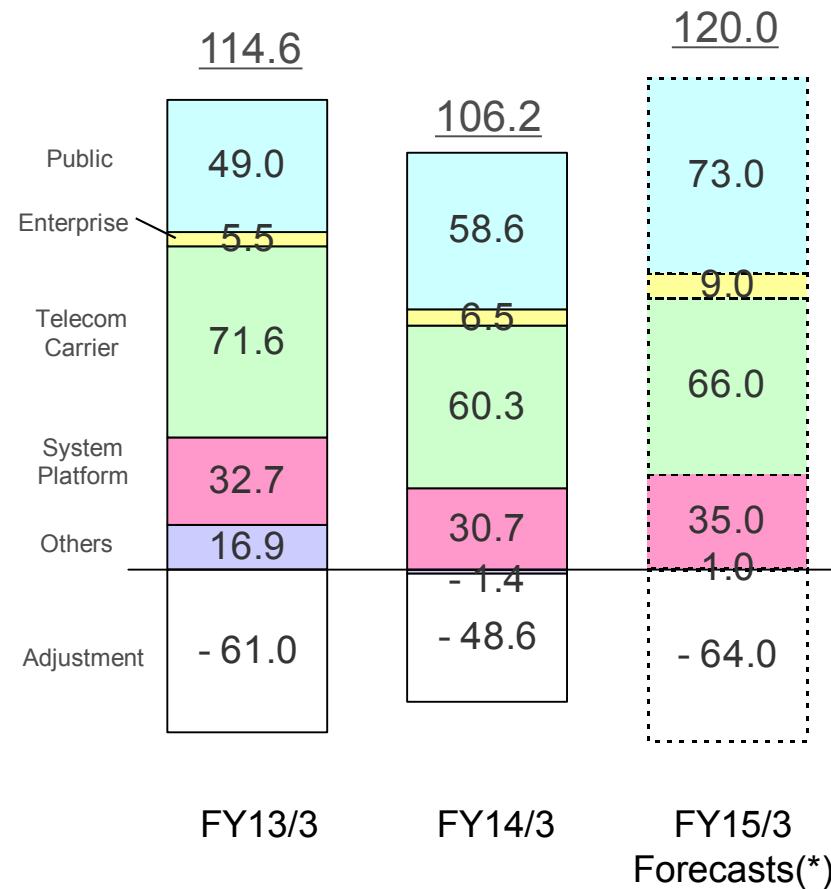
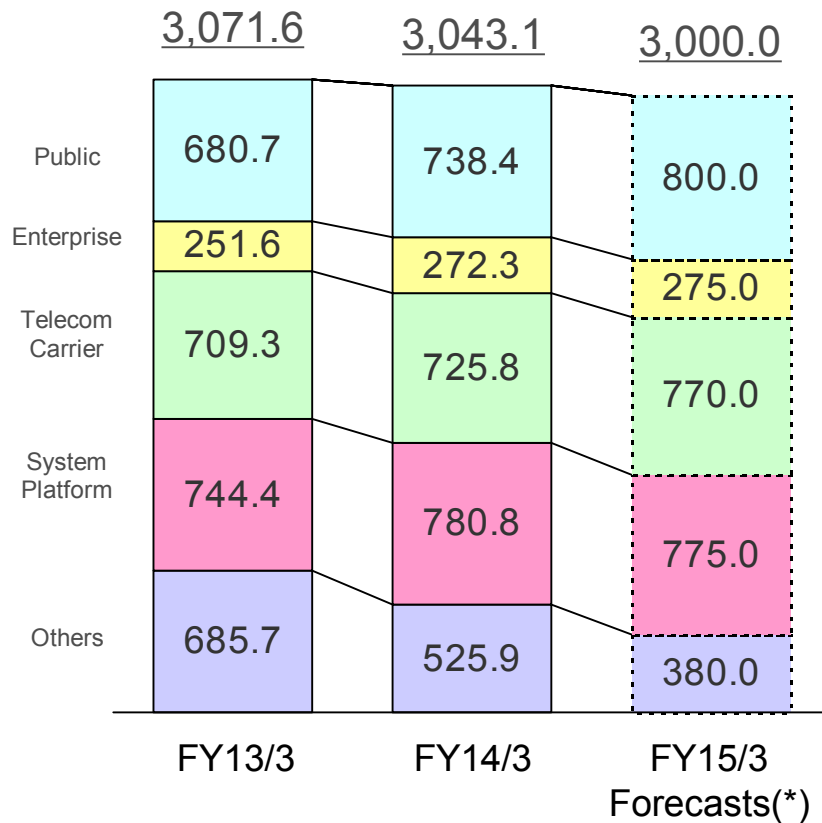
Financial Forecasts by Segment (three-year transition)

Forecasts
FY15/3

(Billions of Yen)

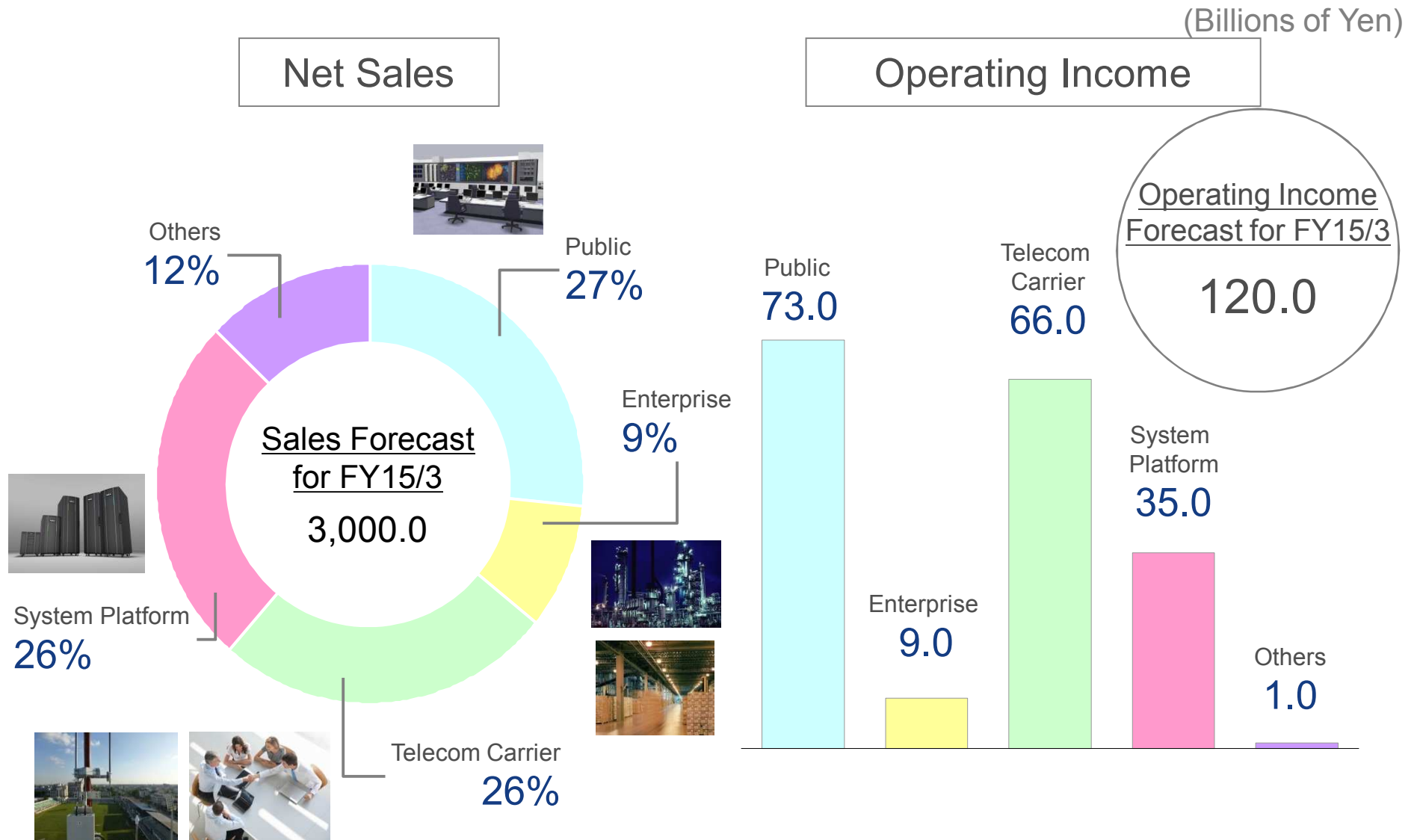
Net Sales

Operating Income/Loss



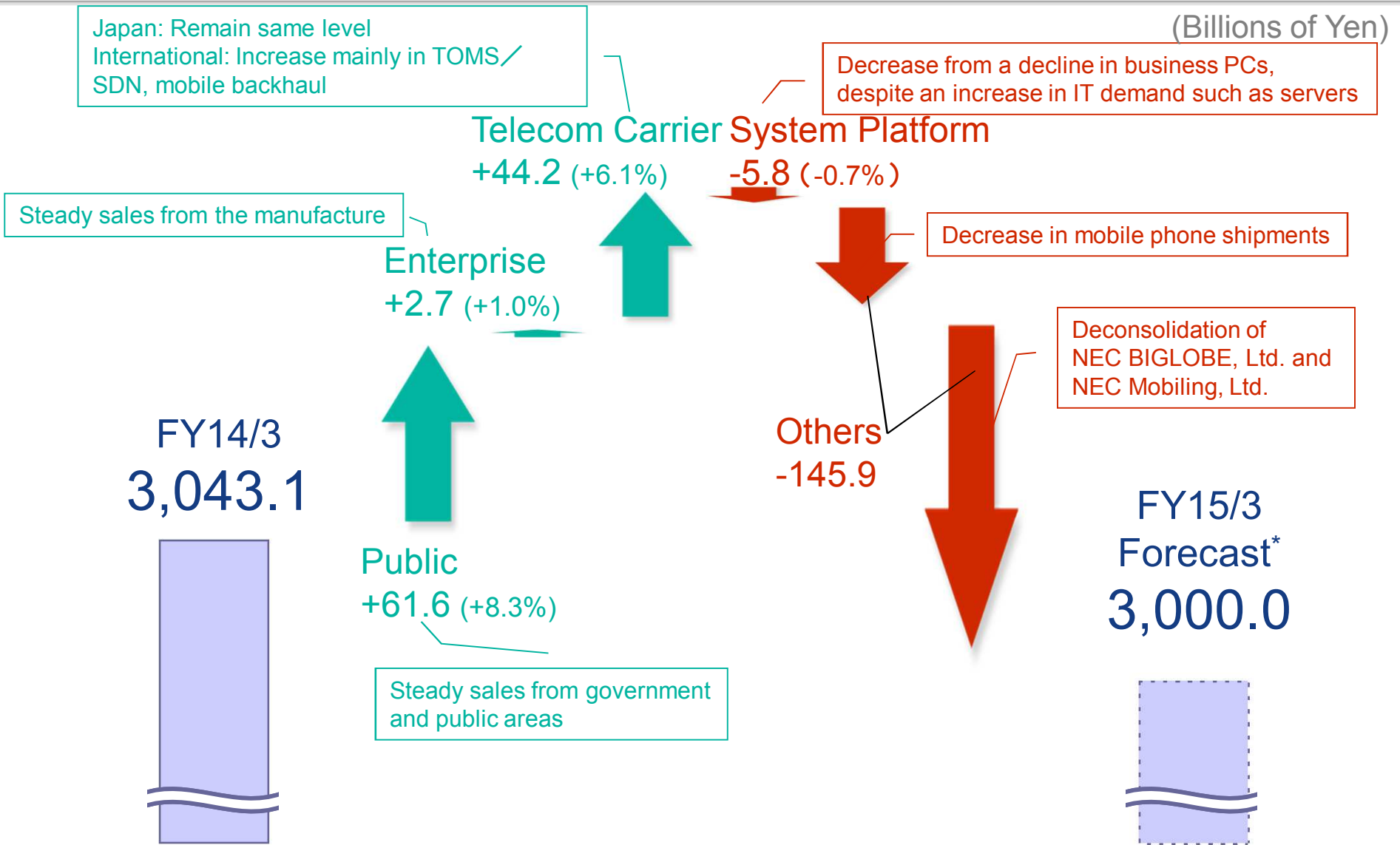
* Forecasts as of April 28, 2014

Financial Forecasts for FY15/3 by Segment



* Forecasts as of April 28, 2014

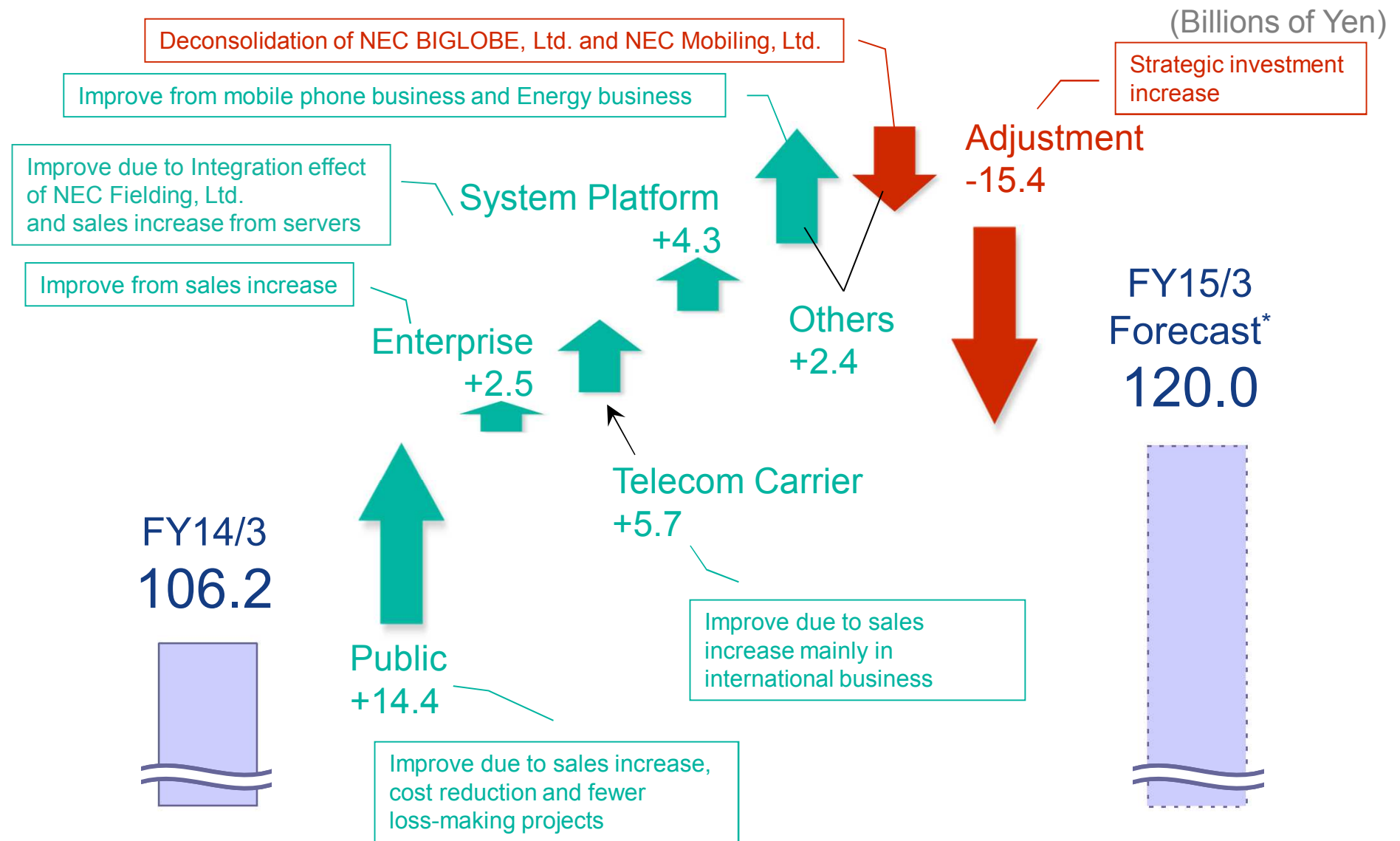
Sales Change (Year on Year)



* Forecasts as of April 28, 2014

Operating Income Change (Year on Year)

Forecasts
FY15/3



* Forecasts as of April 28, 2014

Capital Expenditure, Depreciation and R&D expenses

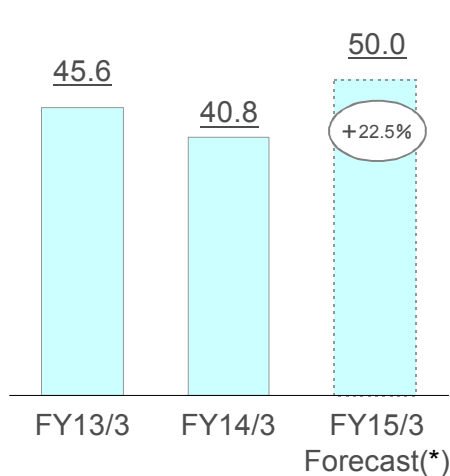
(Billions of Yen)

	FY13/3 Actual	FY14/3 Actual	YoY	FY15/3 Forecasts	YoY
Capital Expenditure	45.6	* 40.8	-10.5%	50.0	22.5%
Depreciation	51.2	* 45.2	-11.7%	50.0	10.7%
R&D expenses	151.7	142.7	-5.9%	150.0	5.1%
% to Net Sales	4.9%	4.7%		5.0%	

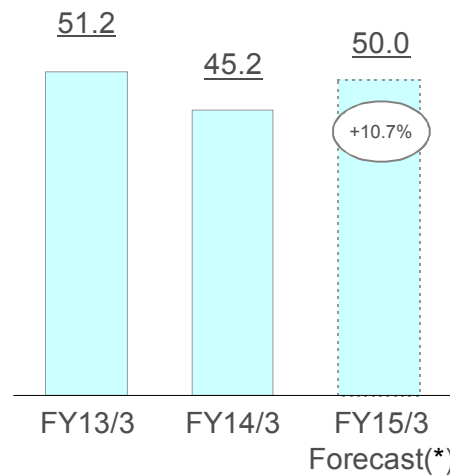
* Not including acquisition of trust beneficiary rights



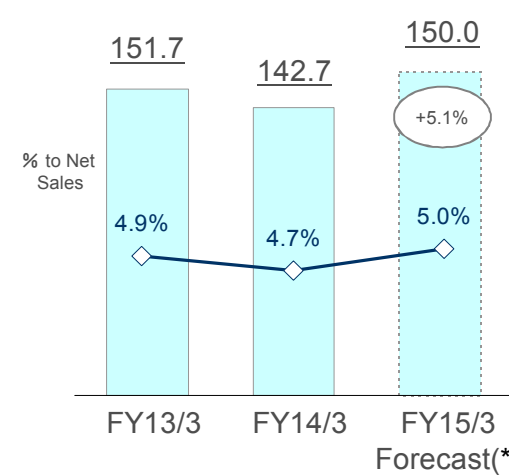
Capital Expenditure



Depreciation



R&D expenses



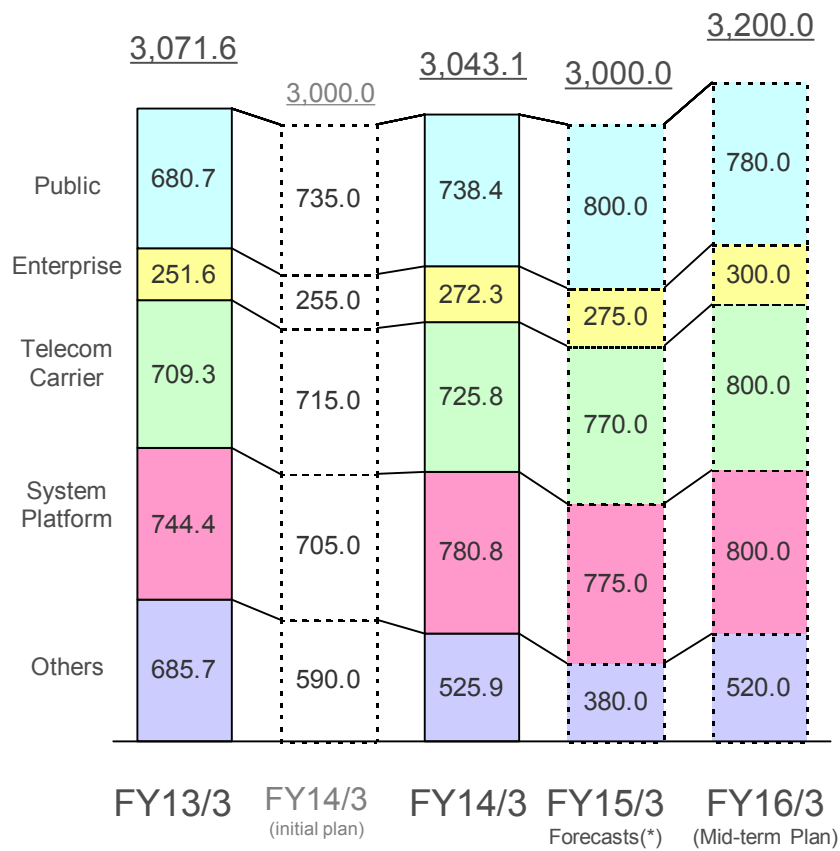
* Forecasts as of April 28, 2014

Progress on Mid-term Management Plan 2015 (Appendix)

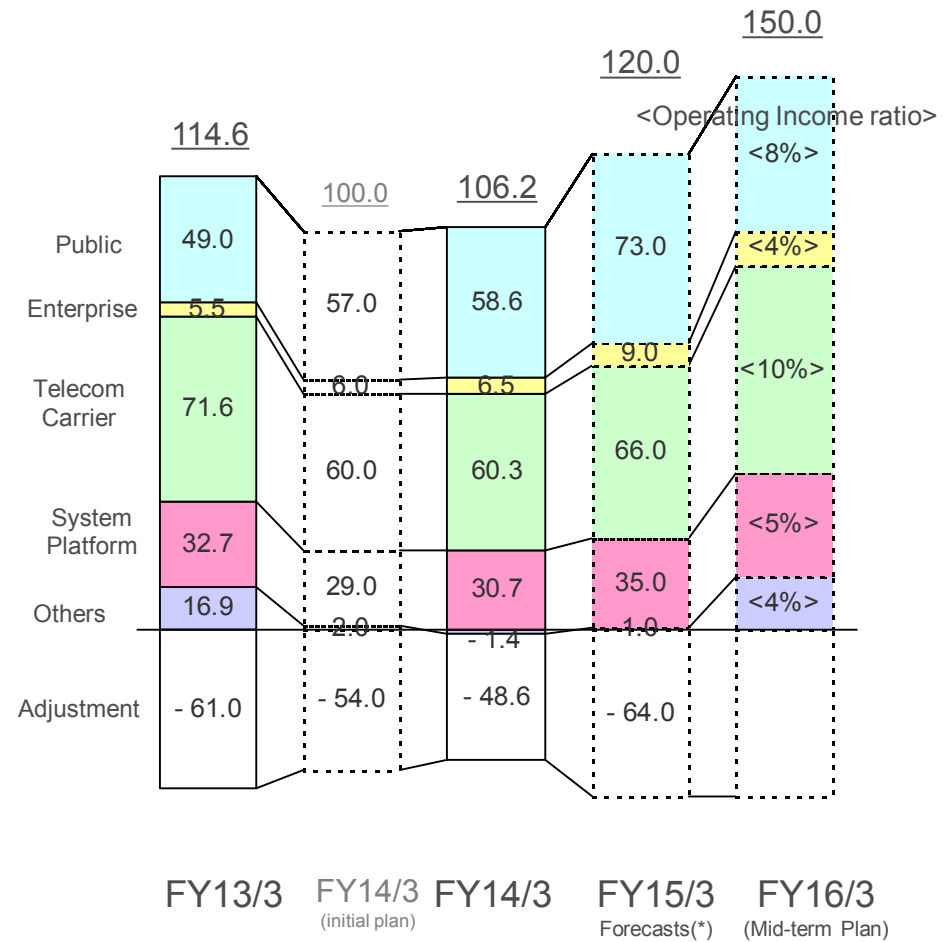
Results, Forecasts and Mid-term Management Plan by Segment

(Billions of Yen)

Net Sales



Operating Income/Loss

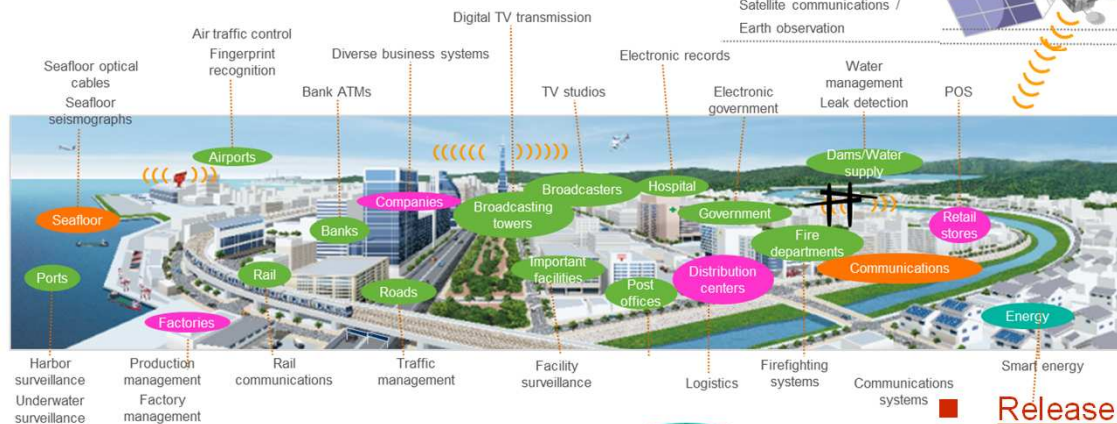


* Forecasts as of April 28, 2014

Focus on Solutions for Society



- Start construction of the Japan Trench undersea earthquake tsunami observation network
- Won SEA-ME-WE 5 Contract to strengthen ultra-broadband undersea connectivity between Singapore and France



- Build ICT systems for stadiums in Brazil Important facilities
- Provide urban surveillance solution for the province of Santa Fe, Argentina Important facilities
- Delivery of "Field Communication System" to Ground Self-Defense Force Government NEW
- Launched 'Cyber Security Strategy Office' Enhanced
- Established "National ID Business Promotion Department" NEW Enhanced

- Contribute to JAXA's "Hisaki (SPRINT-A*)" launch Space *Spectroscopic Planet Observatory for Recognition of Interaction of Atmosphere
- Develop failure sign monitoring system for large-scale plants Important facilities
- Order receipt of communication unit of smart meter, for TEPCO Energy NEW
- Start energy service for households through a battery rental model Energy
- Delivery of large capacity Lithium-ion battery storage system for Enel Energy NEW
- Acquired energy storage systems business of A123 Systems, LLC. Energy
- Released TOMS9.0 Communications Enhanced
- Released NEC SDN Solutions Communications Enhanced
- Collaborate with HP at Networking Solutions for Enterprise customers in SDN field Communications Enhanced NEW
- Build a common station network utilizing SDN at Tokyo Station, for JR East. NEW
- Integrate fire emergency digital radio and common fire command systems in Chiba, Japan Fire Departments
- Order receipt related to the national ID number system Government NEW

Focus on Asia: Promotion of "Locally-led" Business

The map highlights business activities across several Asian countries, categorized by industry sectors:

- China:**
 - Government: Strategic partnership with Chongqing City for smart city and cloud development.
 - Government: Integrated mission-critical systems for Hotel New Otani Chang Fu Gong, Beijing, China.
- Taiwan:**
 - Government: Won order for cloud-based disaster and emergency information system.
 - Banks: Integrate common back-up system for bank accounting systems.
 - Airports: Provide air traffic control radar for Taiwan's Air Navigation and Weather Services.
- Myanmar:**
 - Communications: Construction for communication infrastructure.
 - Airports: Order receipt for supply of airport/aviation security infrastructure.
- Vietnam:**
 - Airports: Order receipt of IT infrastructure construction project, for State Bank of Vietnam.
- Malaysia:**
 - Enhanced: Launched RBSC in Malaysia.
 - Retail: Support HALALINK's expansion throughout Malaysia by providing headquarter systems and convenience store systems.
- Singapore:**
 - Enhanced: Launched "Global Safety Division" in Singapore.
 - Enhanced: Launched NEC Laboratories Singapore.
 - Airports: Joined "Singapore Safe City Test Bed".
- Philippines:**
 - Government: Won Wide-area disaster prevention system.
- Thailand:**
 - Retail: Selected by CP ALL, operator of approximately 7,500 7-Eleven stores in Thailand to provide next-generation POS terminals.
- Indonesia:**
 - Seafloor: Won country-wide cable system.
- Nepal:**
 - Airports: Selected by the Civil Aviation Authority of Nepal to support modernization of the nation's international airport.

Additional categories shown on the map include: CLOUD, SDN, Banks, Retail, and Seafood.

Realization of a stable financial foundation (Enhancement of cost Competition)

Expansion of global Supply Chain Management (SCM) system

- Strengthen and optimize product organization (Reorganize 4 hardware development and product subsidiaries)
- Global optimization of logistics network (Launched “Nittsu NEC Logistics, Ltd.” In December)
- Construction activities for SCM framework combining the 5 RHQ and facilities in Japan

Increased use of offshore resources

- Greater use of development facilities in India

Further reduction of Group indirect costs

- Driving expense management activities on a company-wide level
(Centralized group management of important commodities, reorganize staff services subsidiaries)

Realization of further efficiency in cost of quality

- Through execution of risk analysis, countermeasure planning and project management execution

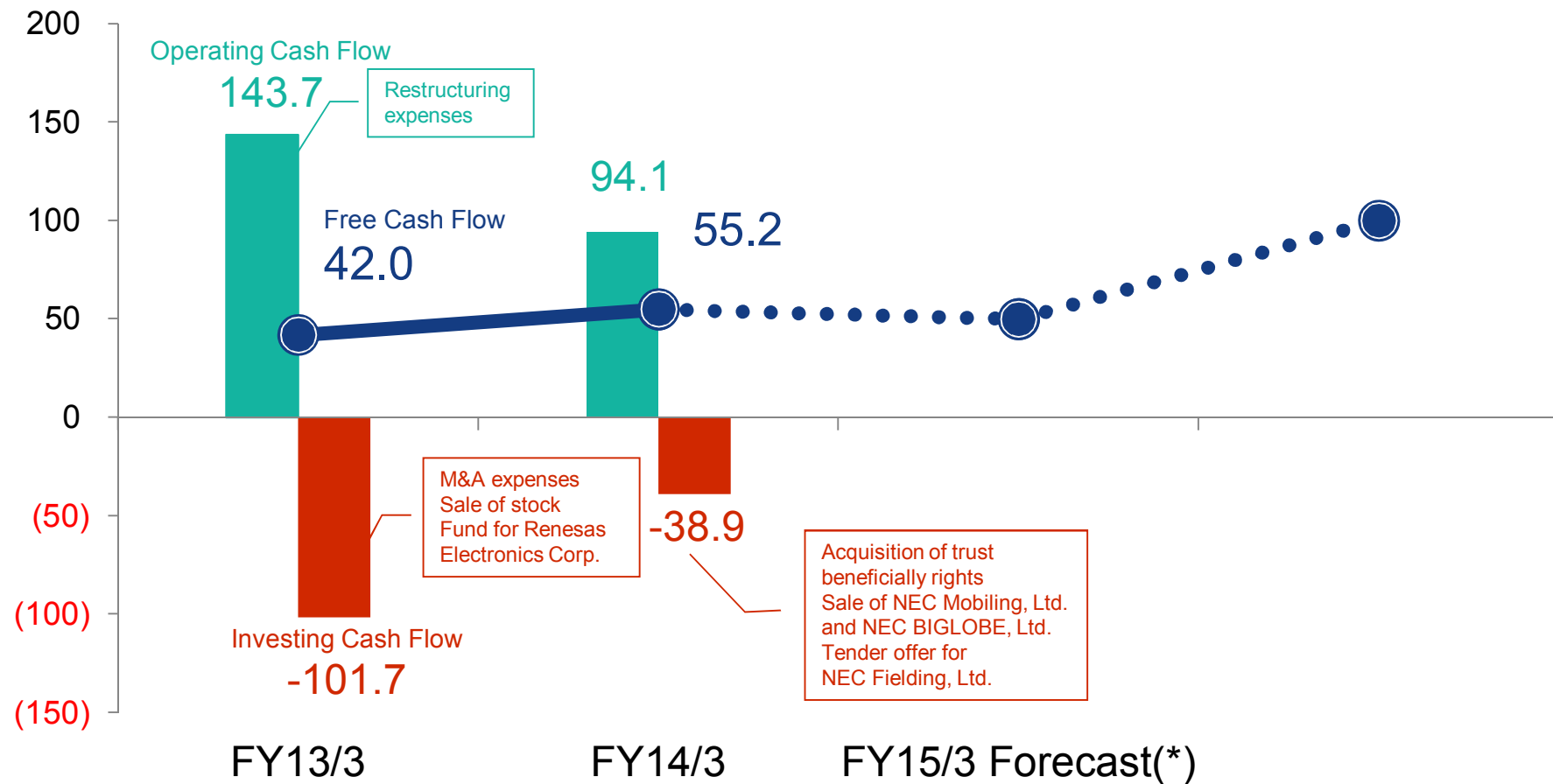


RHQ : Regional Headquarter

Free Cash Flow

(Billions of Yen)

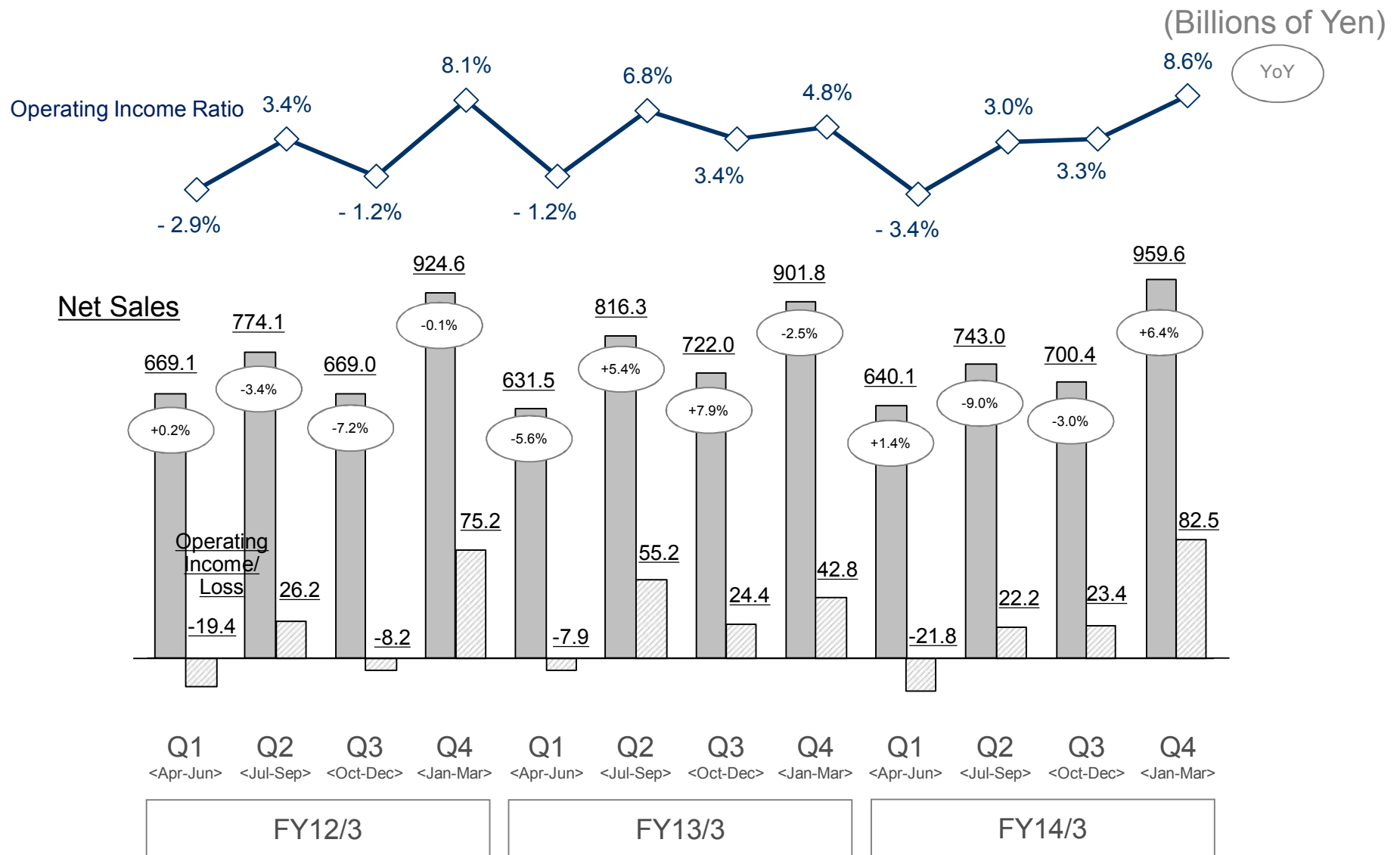
Reliably generate over 100 billion plus yen per year



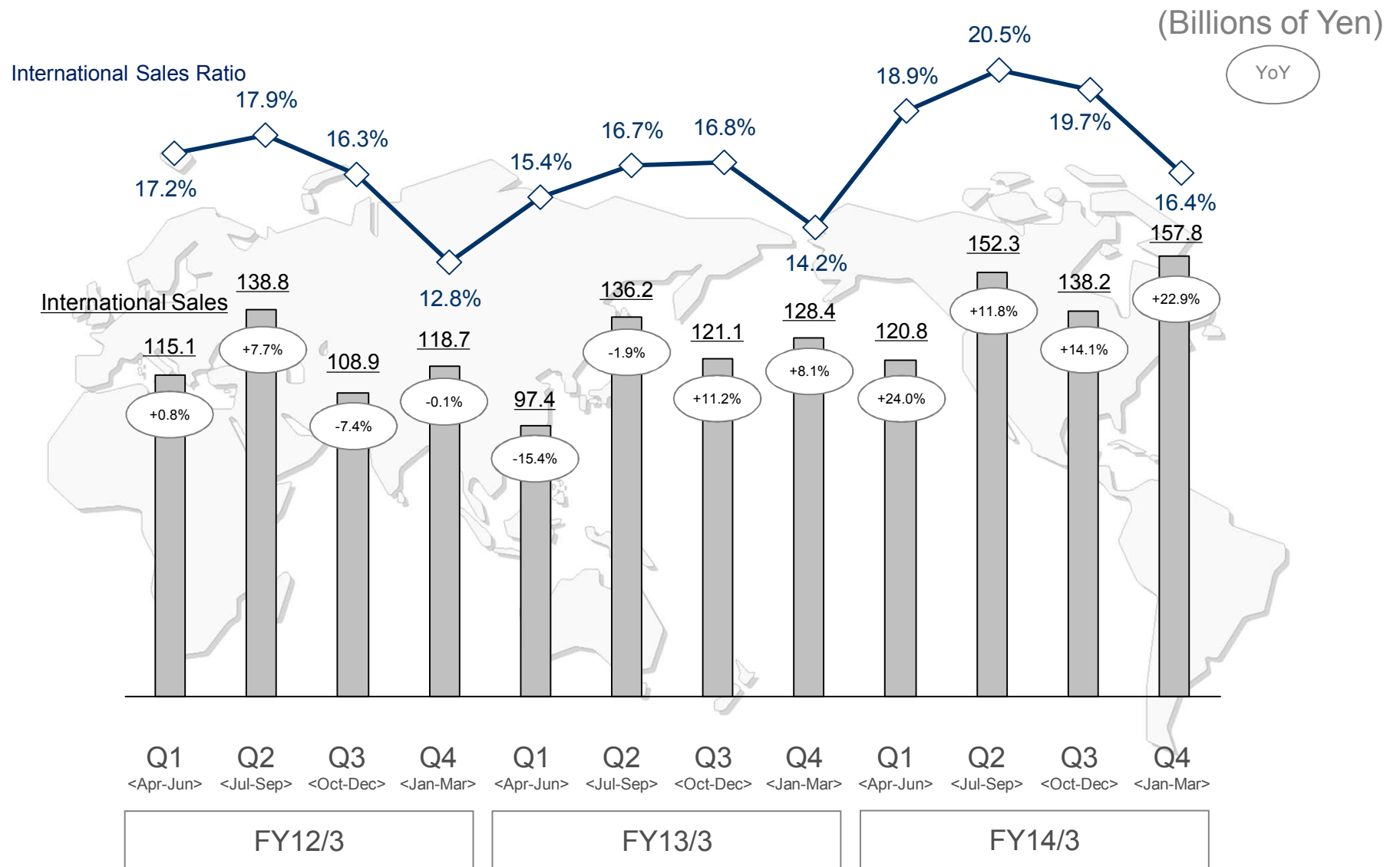
* Forecasts as of April 28, 2014

Reference (Financial data)

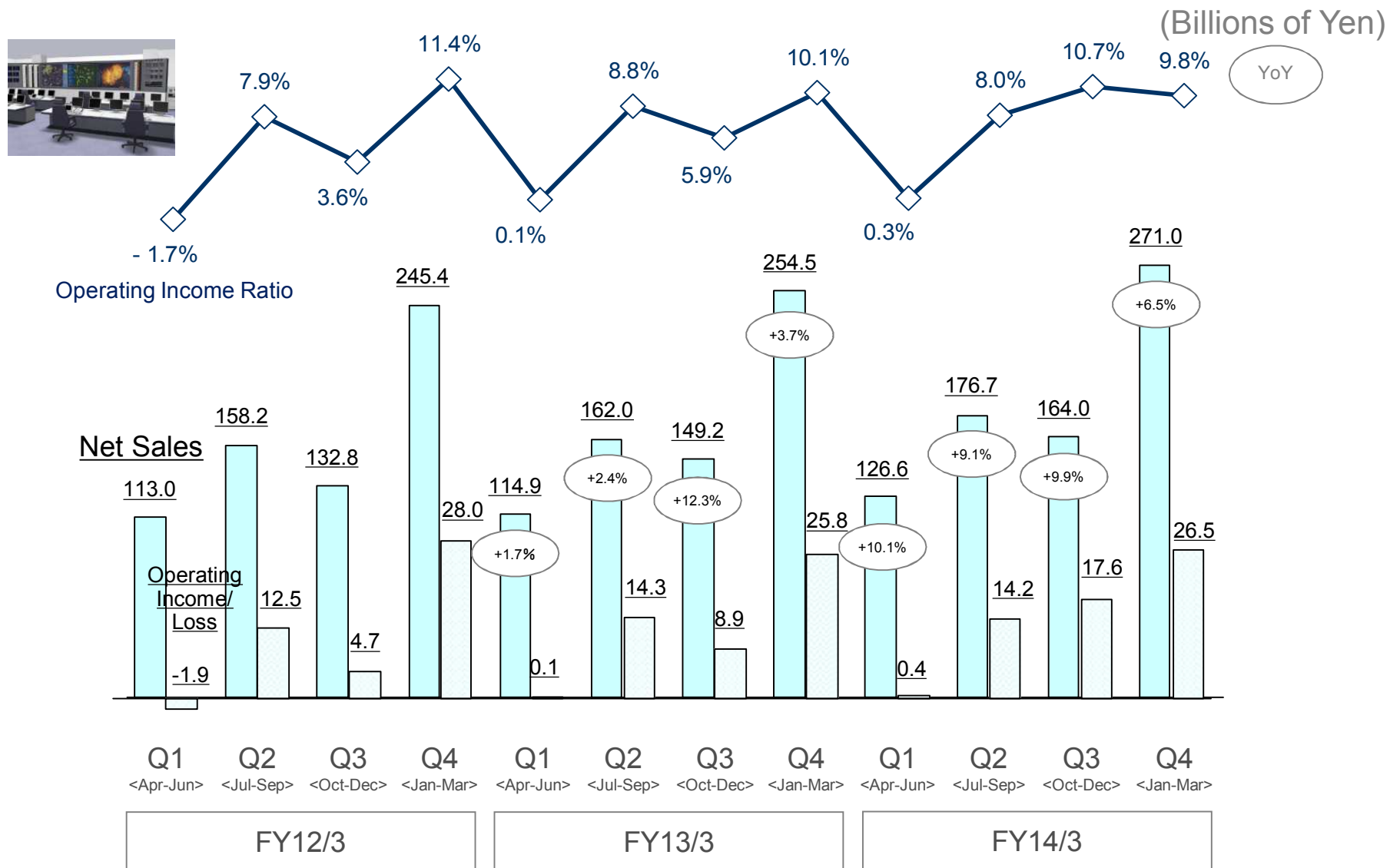
Net Sales, Operating Income/Loss



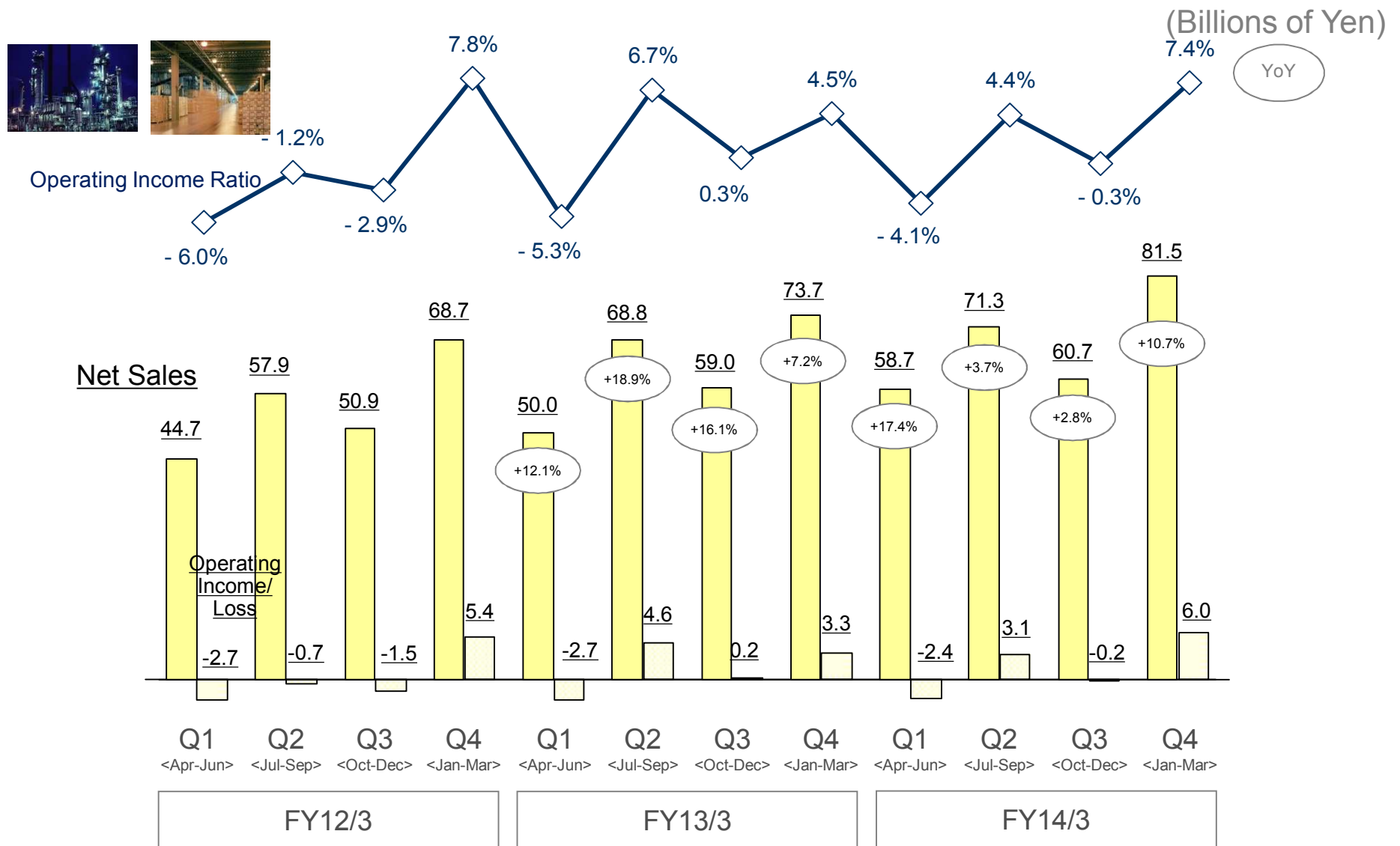
International Sales



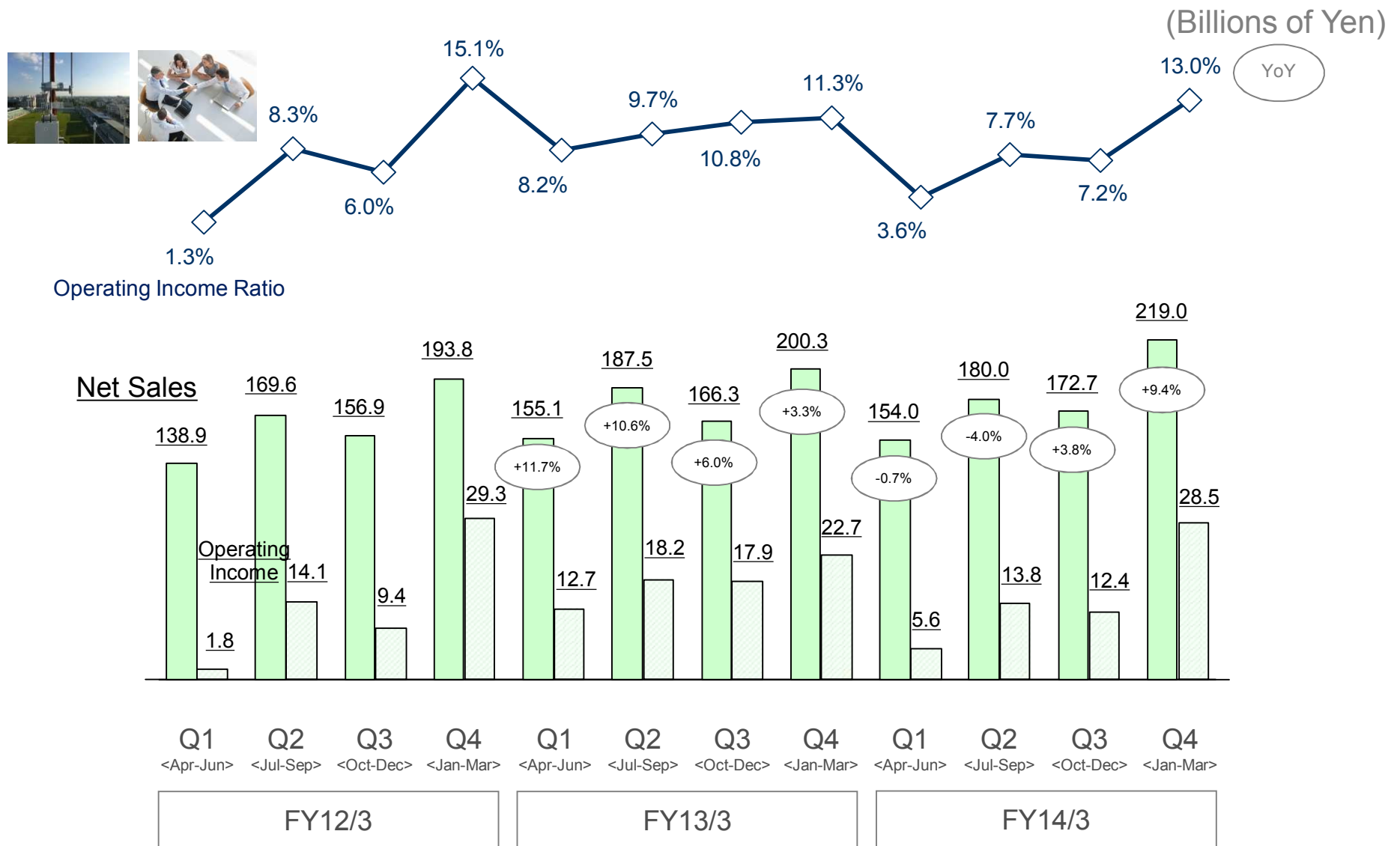
Sales, Operating Income/Loss (Public)



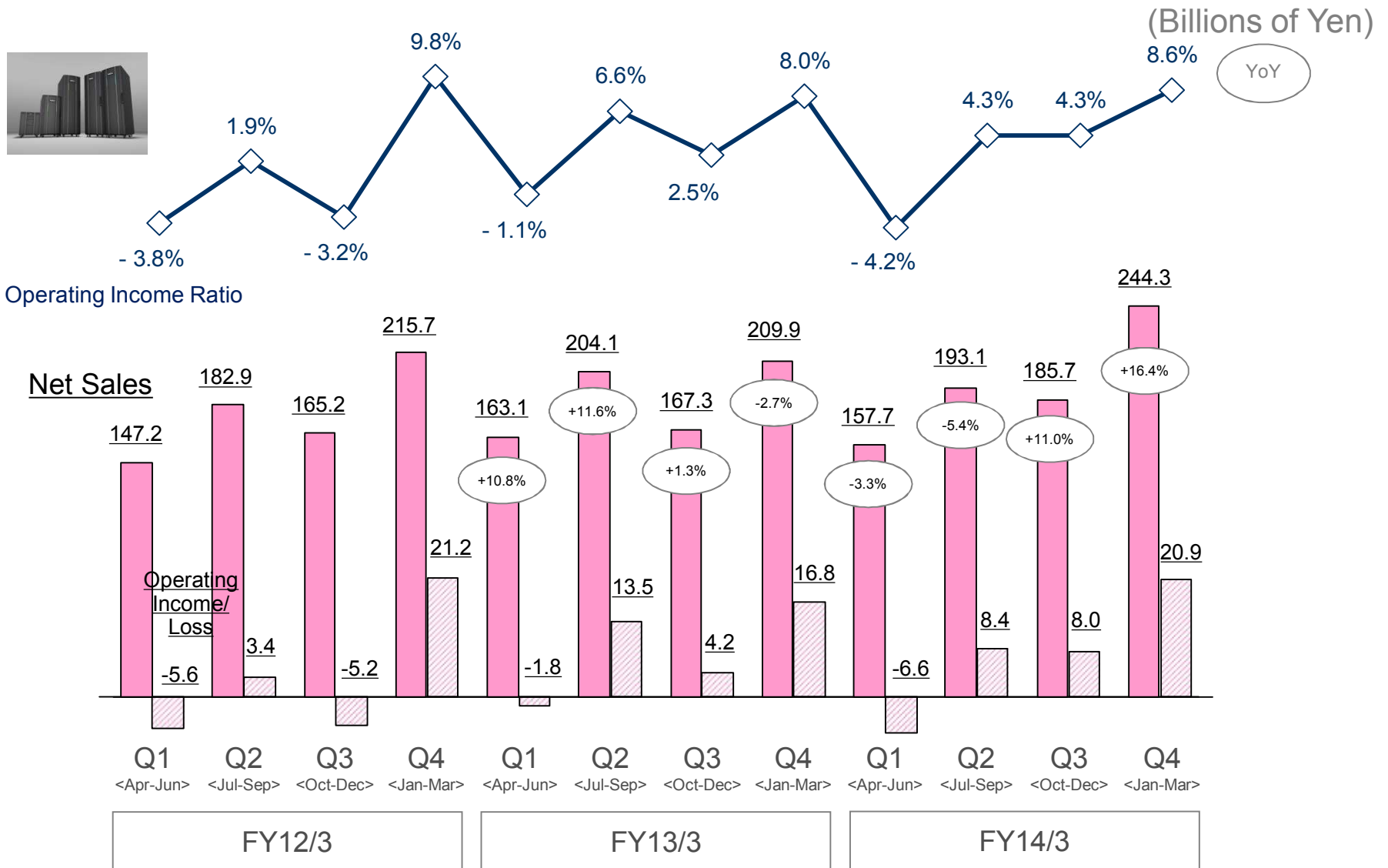
Sales, Operating Income/Loss (Enterprise)



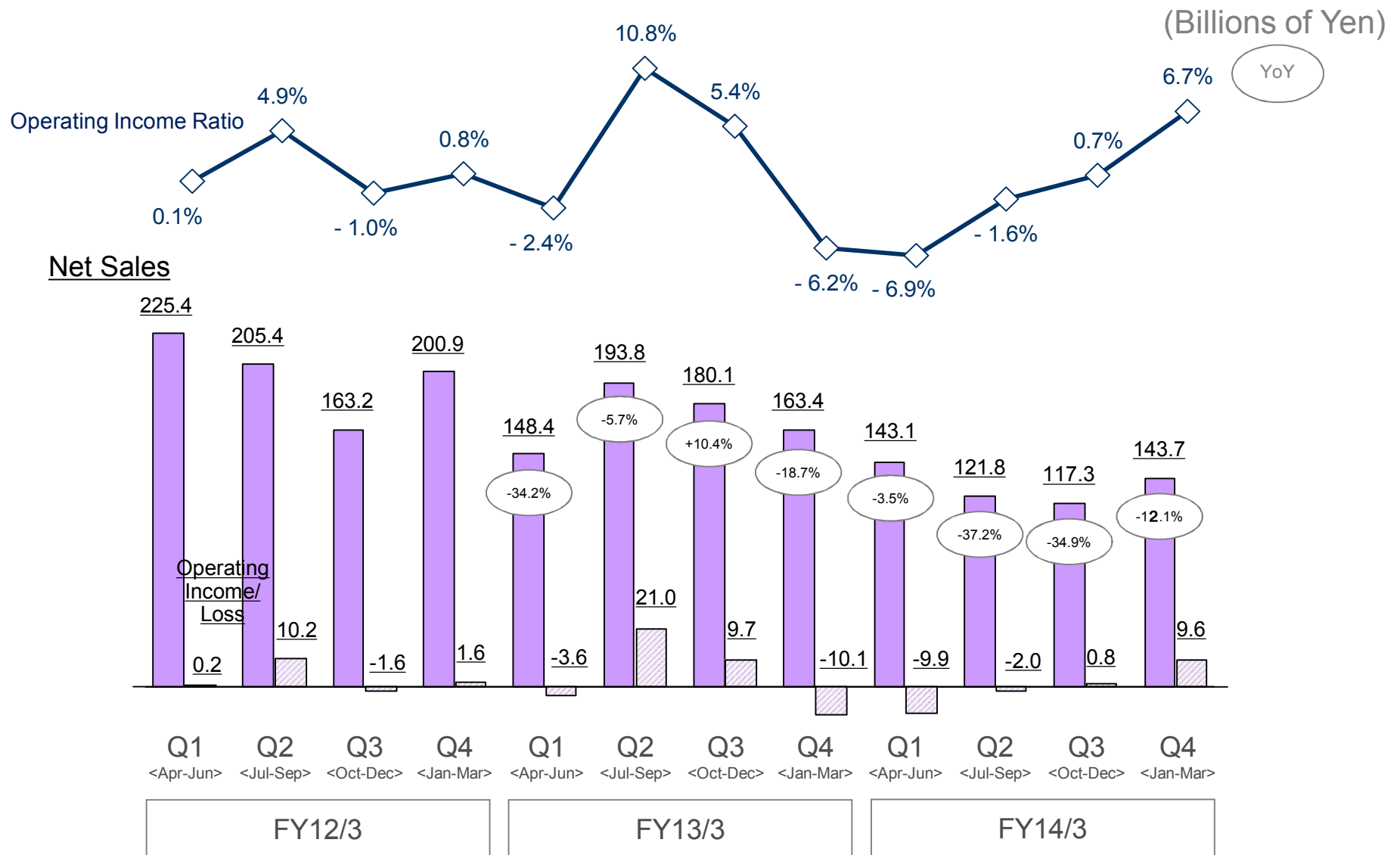
Sales, Operating Income (Telecom Carrier)



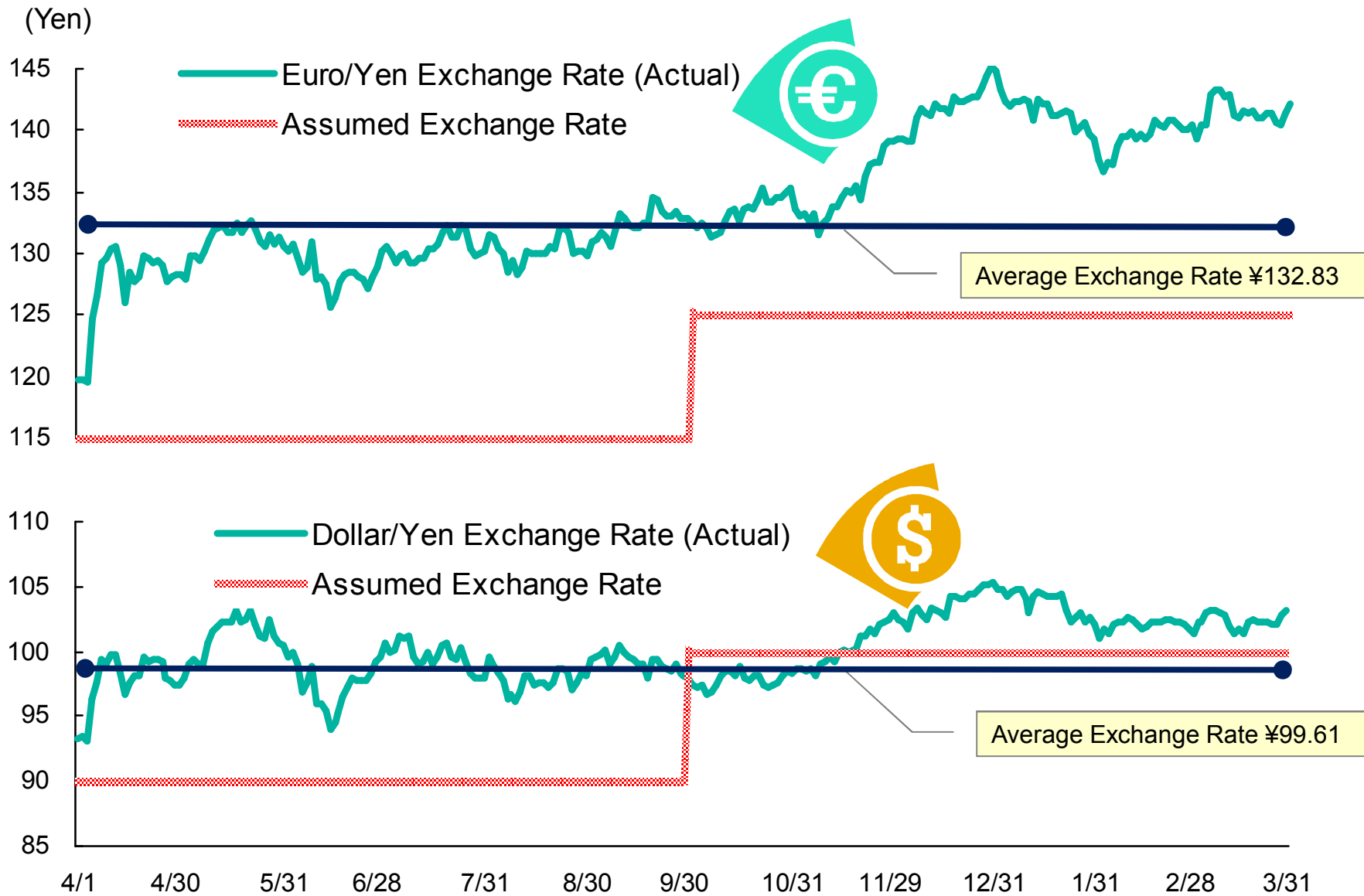
Sales, Operating Income/Loss (System Platform)



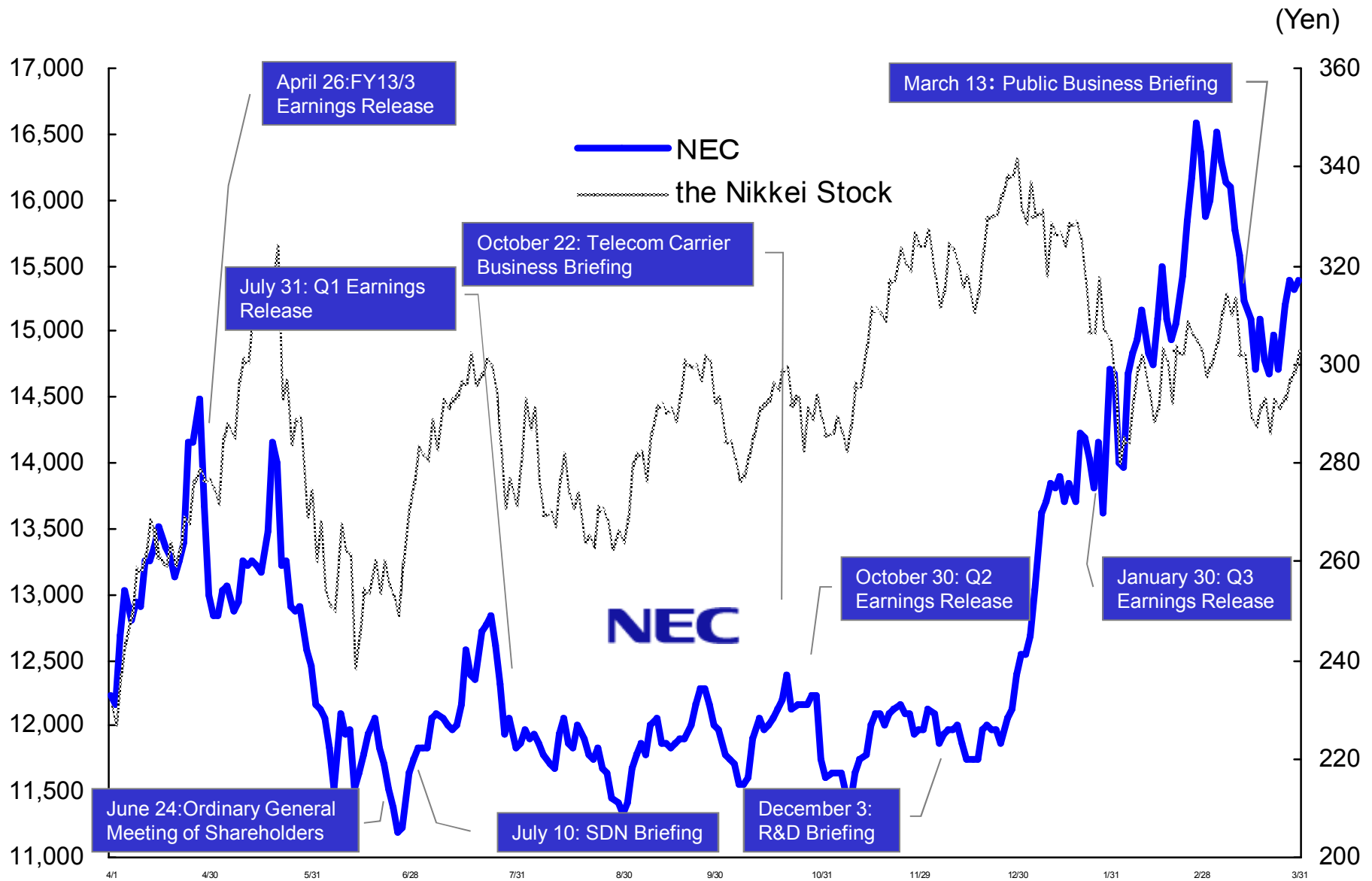
Sales, Operating Income/Loss (Others)



Exchange Rate



Stock Price



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