

Financial Results for Q2 Fiscal Year Ending March 31, 2024

October 30, 2023

NEC Corporation

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

Index

- I. Financial Results for Q2, FY24/3**
- II. Financial Forecasts for FY24/3**
- III. Topics**
- IV. Financial Results (Appendix)**
- V. Historical Data (Appendix)**

- Net profit refers to net profit attributable to owners of the parent for the same period.

I. Financial Results for Q2, FY24/3

Summary of Financial Results 1H, FY24/3

Both Revenue and Profit increased. Good progress for FY24/3 Annual Forecasts

(Billions of Yen)	Q1			Q2			1H		
	FY23/3 Results	FY24/3 Results	YoY	FY23/3 Results	FY24/3 Results	YoY	FY23/3 Results	FY24/3 Results	YoY
Revenue	659.7	706.5	+7.1%	795.7	842.3	+5.9%	1,455.4	1,548.8	+6.4%
Adjusted Operating Profit	-7.0	0.5	+7.4	38.2	45.4	+7.2	31.2	45.8	+14.6
% of revenue	-1.1%	0.1%	+1.1%	4.8%	5.4%	+0.6%	2.1%	3.0%	+0.8%
Non-GAAP Operating Profit *	-13.2	0.6	+13.8	31.6	45.6	+13.9	18.4	46.1	+27.7
% of revenue	-2.0%	0.1%	+2.1%	4.0%	5.4%	+1.4%	1.3%	3.0%	+1.7%
Non-GAAP Net Profit *	-12.6	-1.3	+11.3	19.4	26.9	+7.5	6.7	25.6	+18.8
% of revenue	-1.9%	-0.2%	+1.7%	2.4%	3.2%	+0.8%	0.5%	1.7%	+1.2%
EBITDA **	22.1	38.0	+15.9	67.6	83.1	+15.5	89.7	121.1	+31.5
% of revenue	3.3%	5.4%	+2.0%	8.5%	9.9%	+1.4%	6.2%	7.8%	+1.7%
Dividend per Share (Yen)							55	60	+5

Average Exchange Rates: 1 US dollar 138.69 Yen, 1 Euro 150.97 Yen

* Non-GAAP adjustment items are shown on pages 22 and 23

** EBITDA = Gross Profit – SG&A + Depreciation and amortization

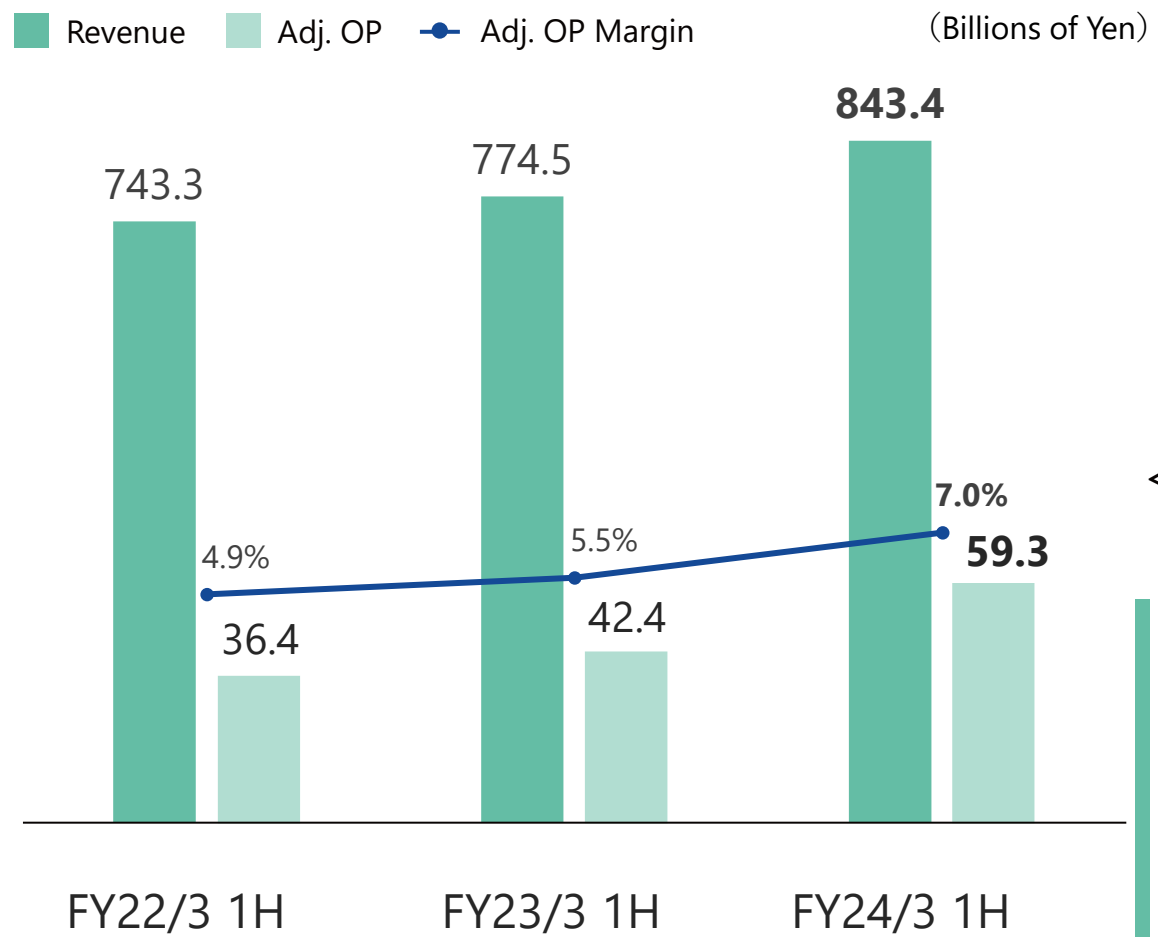
Financial Results 1H, FY24/3 (By Segment)

(Billions of Yen)		Q1			Q2			1H		
		FY23/3 Results	FY24/3 Results	YoY	FY23/3 Results	FY24/3 Results	YoY	FY23/3 Results	FY24/3 Results	YoY
IT Services	Revenue	355.3	385.8	+8.6%	419.2	457.5	+9.1%	774.5	843.4	+8.9%
	Adjusted Operating Profit	0.7	17.8	+17.1	41.8	41.6	- 0.2	42.4	59.3	+16.9
	% of revenue	0.2%	4.6%	+4.4%	10.0%	9.1%	-0.9%	5.5%	7.0%	+1.6%
Social Infrastructure	Revenue	197.4	215.0	+8.9%	245.6	263.8	+7.4%	442.9	478.8	+8.1%
	Adjusted Operating Profit	-5.2	-2.1	+3.1	7.9	17.9	+10.0	2.7	15.8	+13.1
	% of revenue	-2.6%	-1.0%	+1.7%	3.2%	6.8%	+3.6%	0.6%	3.3%	+2.7%
Others	Revenue	107.0	105.7	-1.2%	130.9	120.9	-7.6%	237.9	226.7	-4.7%
	Adjusted Operating Profit	2.9	0.3	- 2.6	8.3	7.8	- 0.5	11.2	8.1	- 3.1
	% of revenue	2.7%	0.3%	-2.4%	6.4%	6.4%	+0.1%	4.7%	3.6%	-1.1%
Adjustments	Adjusted Operating Profit	-5.3	-15.6	- 10.3	-19.8	-21.9	- 2.1	-25.1	-37.5	- 12.3
Total	Revenue	659.7	706.5	+7.1%	795.7	842.3	+5.9%	1,455.4	1,548.8	+6.4%
	Adjusted Operating Profit	-7.0	0.5	+7.4	38.2	45.4	+7.2	31.2	45.8	+14.6
	% of revenue	-1.1%	0.1%	+1.1%	4.8%	5.4%	+0.6%	2.1%	3.0%	+0.8%
	Non-GAAP Adjustments	-6.2	0.1	+6.3	-6.6	0.2	+6.7	-12.8	0.3	+13.1
	Non-GAAP Operating Profit	-13.2	0.6	+13.8	31.6	45.6	+13.9	18.4	46.1	+27.7
	% of revenue	-2.0%	0.1%	+2.1%	4.0%	5.4%	+1.4%	1.3%	3.0%	+1.7%

* Breakdown of each segment is shown on pages 19 and 20

IT Services

Revenue and Adjusted Operating Profit



- Revenue increased steadily for the enterprise and the government / public sector
- Adj. OP increased due to increased revenue and improvement of profitability in system integration, despite reversal impact from the gain on a stock transfer of JPY 6.0 bil. in FY23/3

<Ref.>

(Billions of Yen)

	FY23/3 Results	1H FY24/3 Results	YoY
Domestic IT	Revenue	705.7	+10.9%
	Adj. OP	54.8	+16.1
	% of Revenue	7.8%	+1.7%
International (DGDF)*	Revenue	137.6	-0.6%
	Adj. OP	4.6	+0.8
	% of Revenue	3.3%	+0.6%

* Digital Government / Digital Finance

IT Services Booking Status (YoY)

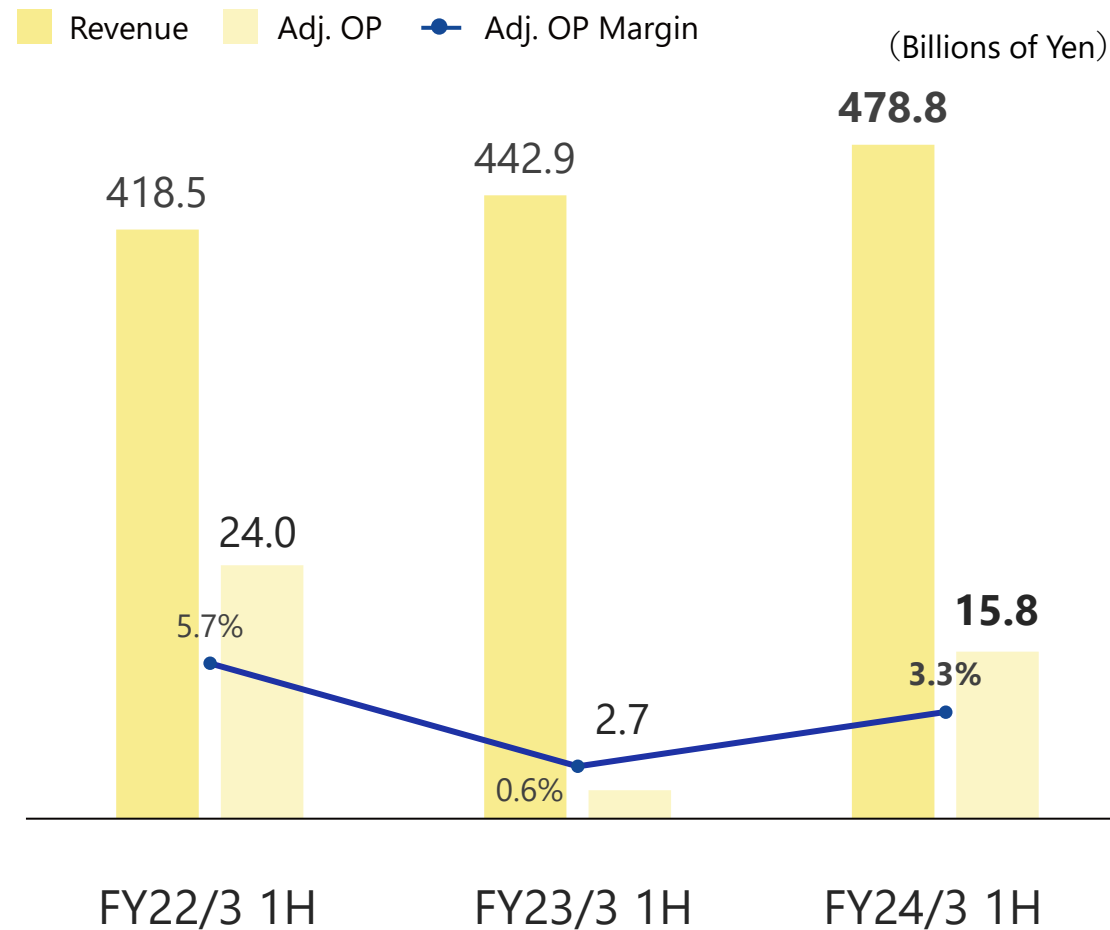
IT services demand remains strong

	Q1	Q2	1H	Notes
IT Services	+3%	-4%	-1%	Excluding NEC Facilities Ltd. +4%
Domestic	+2%	-12%	-5%	
Public	+6%	-15%	-4%	Reversal effect of large projects in FY23/3
Enterprise*	+16%	+12%	+14%	
Finance	+37%	+41%	+39%	Increased significantly due to large projects
Manufacturing	-1%	-3%	-2%	Decrease caused by selecting orders on profitability
Retail / Services	+9%	±0%	+5%	Strong demand continued
Others	-14%	-27%	-21%	Brisk demand for ABeam Consulting, reversal effect of large projects in FY23/3 in NEC Facilities Ltd.
International (DGDF)	+8%	+67%	+34%	Increased for three acquired companies, mainly KMD

*Excluding NEC Facilities Ltd.

Social Infrastructure

Revenue and Adjusted Operating Profit



- **Adj. OP improved due to structural reform in Global 5G business, the reversal effect from one-off loss of JPY7.5 bil. recorded in FY23/3 and an increase of revenue for submarine systems in Telecom Services**
- **Orders increased by 40% YoY with large projects, steady revenue and adj. OP in ANS***

		FY23/3 Results	1H FY24/3 Results	YoY
Telecom Services	Revenue	339.7	367.9	+8.3%
	Adj. OP	-5.1	5.9	+11.0
	% of Revenue	-1.5%	1.6%	+3.1%
ANS *	Revenue	103.2	110.9	+7.5%
	Adj. OP	7.8	9.9	+2.2
	% of Revenue	7.5%	8.9%	+1.4%

* Aerospace and National Security

II. Financial Forecasts for FY24/3

FY24/3 Financial Forecasts

No changes to FY24/3 forecasts from July 28, 2023

(Billions of Yen)	FY23/3 Results	FY24/3 Forecasts	YoY	Change from previous forecasts (July.28)
Revenue	3,313.0	3,380.0	+2.0%	±0%
Adjusted Operating Profit	205.5	220.0	+14.5	±0.0
% of revenue	6.2%	6.5%	+0.3%	±0%
Non-GAAP Operating Profit	197.0	220.0	+23.0	±0.0
% of revenue	5.9%	6.5%	+0.6%	±0%
Non-GAAP Net Profit	132.8	140.0	+7.2	±0.0
% of revenue	4.0%	4.1%	+0.1%	±0%
EBITDA[*]	347.8	360.0	+12.2	±0.0
% of revenue	10.5%	10.7%	+0.2%	±0%
Note:	USD / JPY	134.19	140.00	
Average Exchange Rates (Yen)	EUR / JPY	139.90	155.00	
Dividend per Share (Yen)	110	120	+10	±0.0

* EBITDA = Gross Profit – SG&A + Depreciation and amortization

Orchestrating a brighter world

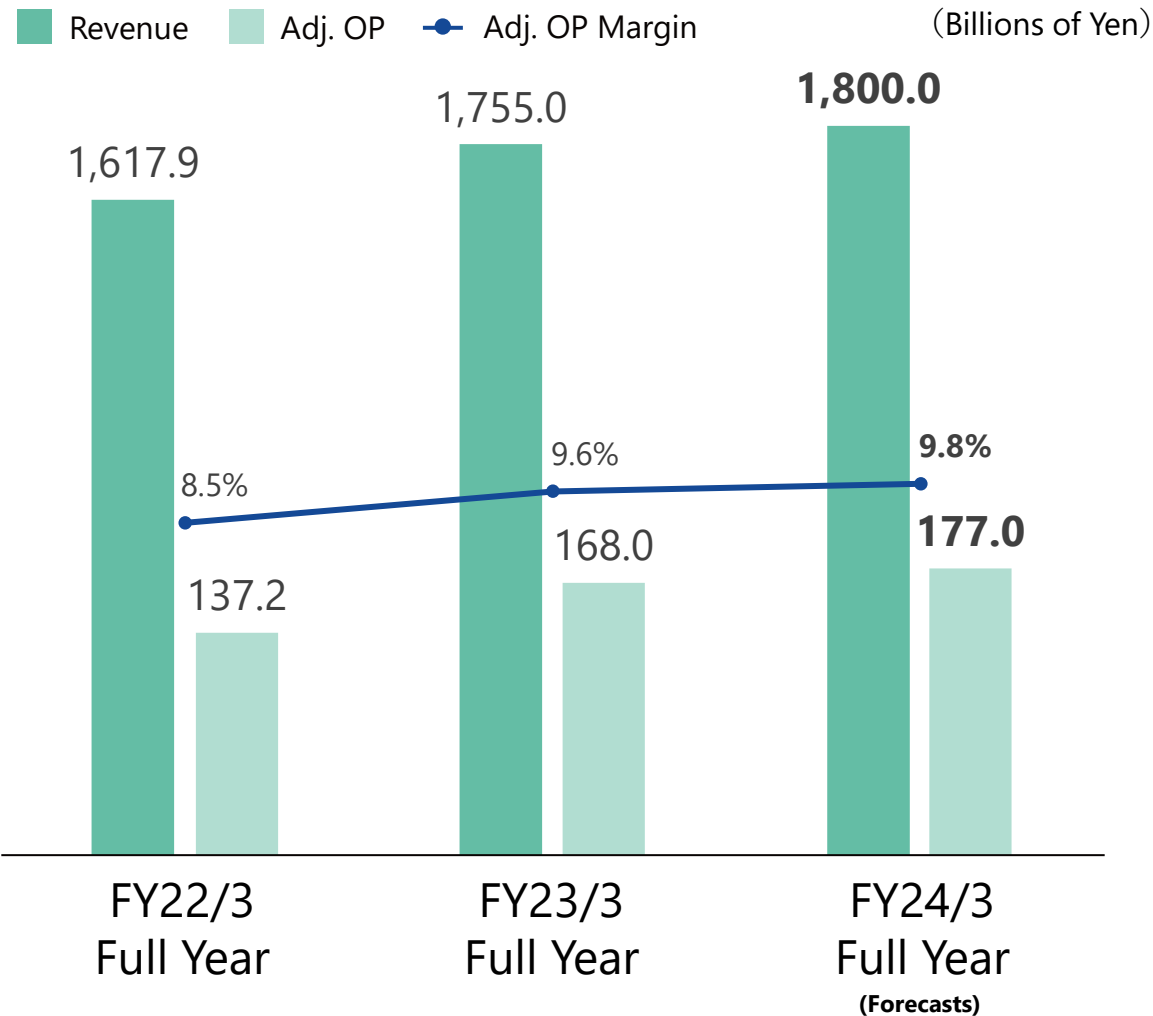
FY24/3 Financial Forecasts by Segment

(Billions of Yen)

		FY23/3 Results	Full Year FY24/3 Forecasts	YoY	Change from Previous Forecasts (July.28)
IT Services	Revenue	1,755.0	1,800.0	+2.6%	±0%
	Adjusted Operating Profit	168.0	177.0	+9.0	±0.0
	% of revenue	9.6%	9.8%	+0.3%	±0%
Social Infrastructure	Revenue	1,062.2	1,085.0	+2.1%	±0%
	Adjusted Operating Profit	73.8	95.0	+21.2	±0.0
	% of revenue	6.9%	8.8%	+1.8%	±0%
Others	Revenue	495.8	495.0	-0.2%	±0%
	Adjusted Operating Profit	23.8	27.0	+3.2	±0.0
	% of revenue	4.8%	5.5%	+0.6%	±0%
Adjustment	Adjusted Operating Profit	-60.1	-79.0	- 18.9	±0.0
Total	Revenue	3,313.0	3,380.0	+2.0%	±0%
	Adjusted Operating Profit	205.5	220.0	+14.5	±0.0
	% of revenue	6.2%	6.5%	+0.3%	±0%
	Non-GAAP Adjustment Items	-8.5	-	+8.5	+0.0
	Non-GAAP Operating Profit	197.0	220.0	+23.0	±0.0
	% of revenue	5.9%	6.5%	+0.6%	±0%

IT Services

Revenue and Adjusted Operating Profit



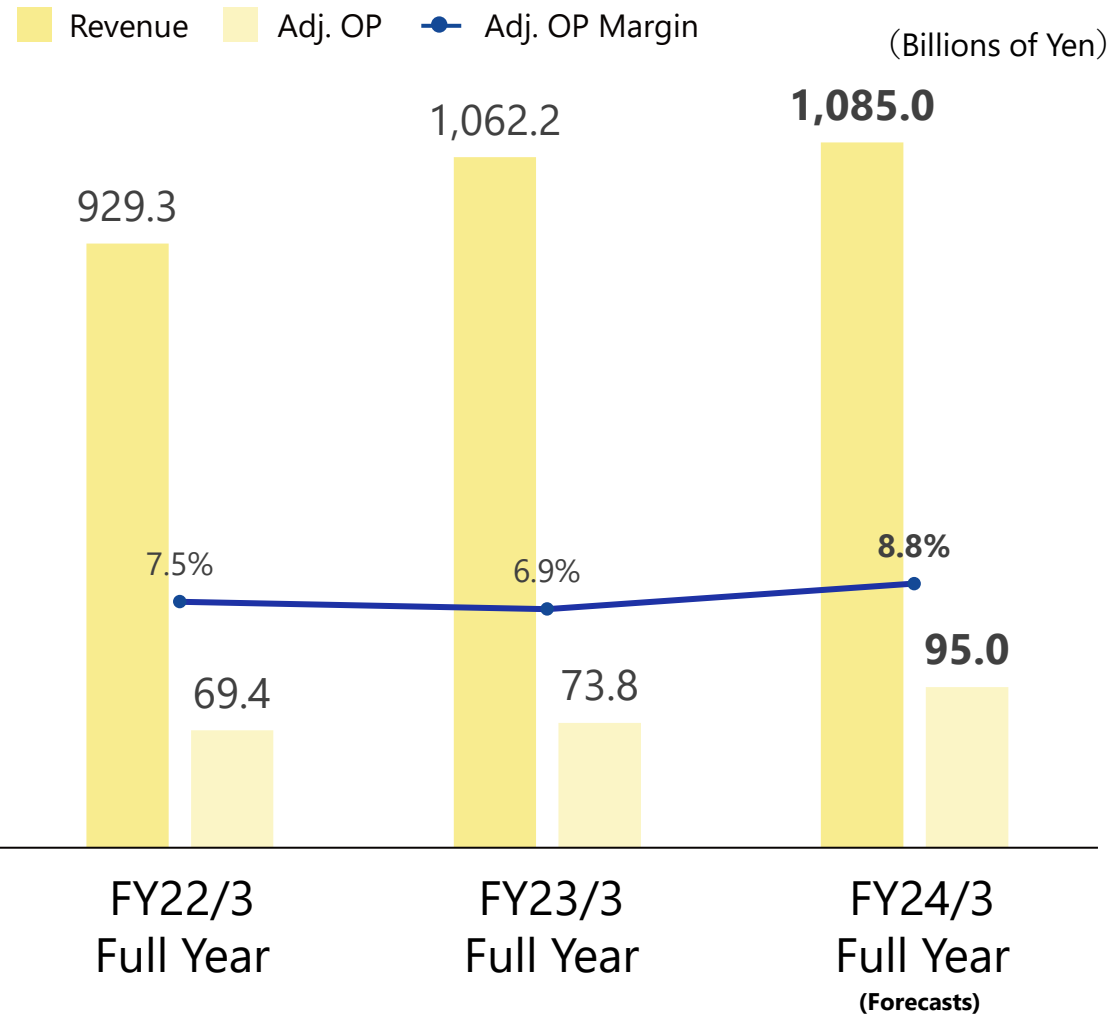
Revenue **YoY**
1,800.0 **+2.6 %**

Adjusted Operating Profit **YoY**
177.0 **+9.0**

- Revenue expected to increase in anticipation of strong domestic demand mainly in private sector
- Adj. OP increase due to an increase in domestic revenue and profitability improvement of DGDF business

Social Infrastructure

Revenue and Adjusted Operating Profit



Revenue **YoY**
1,085.0 **+2.1 %**

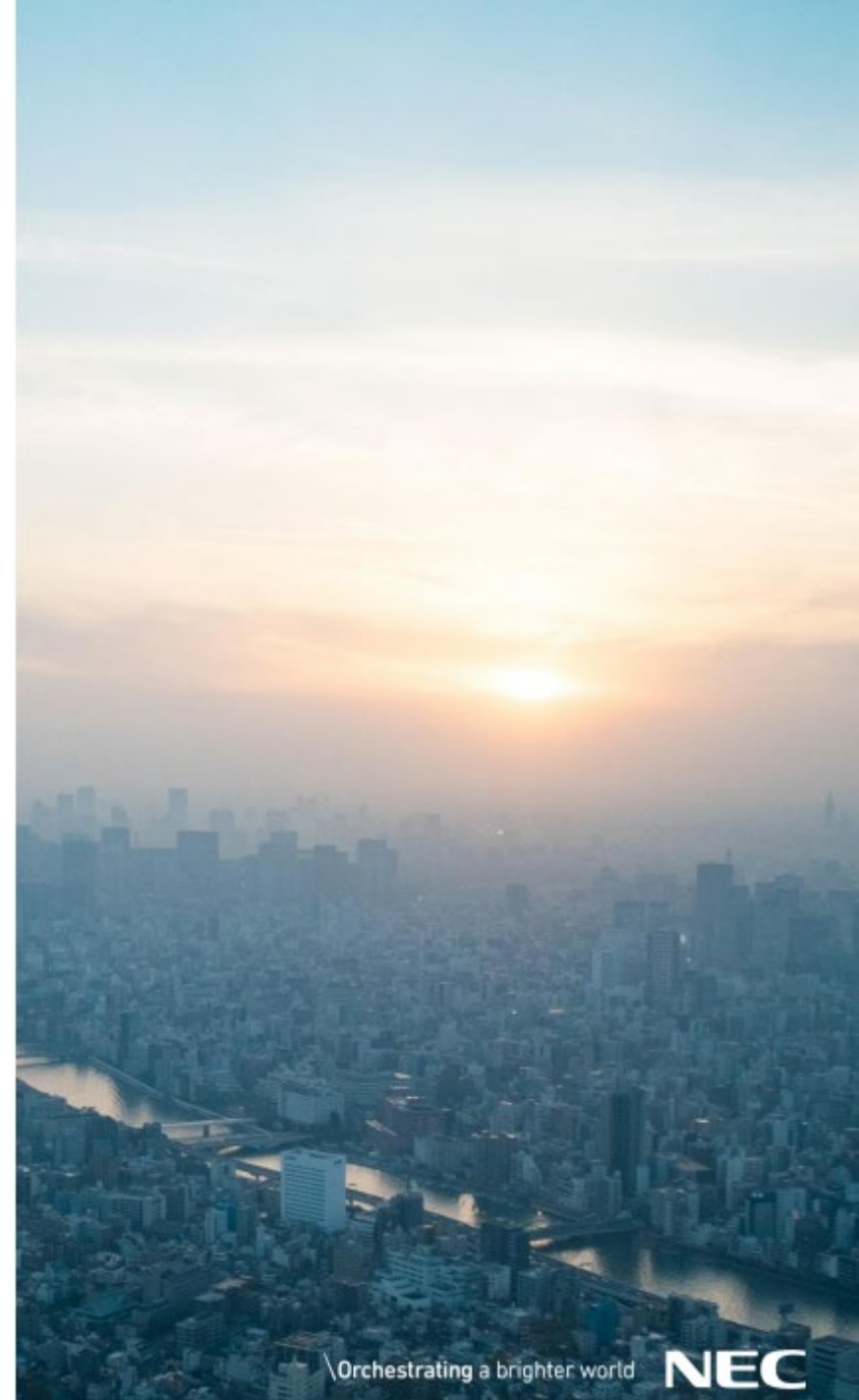
Adjusted Operating Profit **YoY**
95.0 **+21.2**

- Revenue expected to increase both in Telecom Services and ANS
- Adj. OP to increase significantly due to reversal effect from one-off expenses in Telecom-Services in FY23/3

III. Topics

Developed and started offering lightweight LLM* with world-class performance in the Japanese language

- Established an organization consisting of approx. 110 specialists directly under the Chief Digital Officer (CDO)
- Work in progress with 15 entities, including private corporations and universities, under NEC's Advanced Customer Program to utilize generative AI to verify the value of specialized LLM for each industry
- Started testing the use of generative AI with Sagamihara City in Japan. Using NEC's own LLM to learn data owned by the city and improve the effectiveness of city operations
- Launched an LLM risk assessment project with Robust Intelligence, Inc. to ensure a secure and reliable generative AI environment



NEC IR Day 2023

Nov 30 (Thu) 13:00~17:00 Webcast

Program

- Mid-term Management Plan 2025 and CFO topics
- IT Services
- Social Infrastructure

O. Fujikawa, Corporate EVP and CFO
K. Sakai, Corporate Senior EVP and Co-COO
T. Yoshizaki, Corporate EVP and CDO
M. Yamashina, Corporate Senior EVP and Co-COO

NEC Innovation Day 2023

Dec 15 (Fri) 10:00~13:00 at NEC Tamagawa and Webcast

Program

- Keynote
- Healthcare Life Science
- Exhibition

M. Nishihara, Corporate EVP and CTO
M. Kitase, Corporate Senior VP and Managing Director,
Healthcare Life Science Division

\ Orchestrating a brighter world

NEC

IV. Financial Results (Appendix)

Breakdown of IT Services

(Billions of Yen)

		Q2			1H		
		FY23/3 Results	FY24/3 Results	YoY	FY23/3 Results	FY24/3 Results	YoY
Domestic	Revenue	348.6	385.5	+10.6%	636.1	705.7	+10.9%
	Adj. OP	38.7	37.9	- 0.8	38.7	54.8	+16.1
	% of Revenue	11.1%	9.8%	-1.3%	6.1%	7.8%	+1.7%
International (DGDF)	Revenue	70.6	72.1	+2.1%	138.4	137.6	-0.6%
	Adj. OP	3.0	3.6	+0.6	3.8	4.6	+0.8
	% of Revenue	4.3%	5.0%	+0.7%	2.7%	3.3%	+0.6%
IT Services	Revenue	419.2	457.5	+9.1%	774.5	843.4	+8.9%
	Adj. OP	41.8	41.6	- 0.2	42.4	59.3	+16.9
	% of Revenue	10.0%	9.1%	-0.9%	5.5%	7.0%	+1.6%

Breakdown of Social Infrastructure

(Billions of Yen)

		Q2			1H		
		FY23/3 Results	FY24/3 Results	YoY	FY23/3 Results	FY24/3 Results	YoY
Telecom Services	Revenue	186.5	196.4	+5.3%	339.7	367.9	+8.3%
	Adj. OP	0.4	9.1	+8.8	-5.1	5.9	+11.0
	% of Revenue	0.2%	4.7%	+4.5%	-1.5%	1.6%	+3.1%
ANS	Revenue	59.1	67.4	+14.2%	103.2	110.9	+7.5%
	Adj. OP	7.6	8.8	+1.2	7.8	9.9	+2.2
	% of Revenue	12.8%	13.0%	+0.2%	7.5%	8.9%	+1.4%
Social Infrastructure	Revenue	245.6	263.8	+7.4%	442.9	478.8	+8.1%
	Adj. OP	7.9	17.9	+10.0	2.7	15.8	+13.1
	% of Revenue	3.2%	6.8%	+3.6%	0.6%	3.3%	+2.7%

IT Services: Revenue Breakdown

(Billions of Yen)	Q2				1H			
	FY23/3 Results	FY24/3 Results	YoY	Portion	FY23/3 Results	FY24/3 Results	YoY	Portion
Public	91.8	105.0	+14.4%	23.0%	157.9	178.1	+12.7%	21.1%
Enterprise	148.6	173.0	+16.5%	37.8%	289.0	332.3	+15.0%	39.4%
Cross-Industry	29.5	29.6	+0.2%	6.5%	49.7	50.3	+1.1%	6.0%
DPF* and others	78.6	77.8	-1.1%	17.0%	139.5	145.1	+4.0%	17.2%
Domestic	348.6	385.5	+10.6%	84.2%	636.1	705.7	+10.9%	83.7%
International (DGDF)	70.6	72.1	+2.1%	15.8%	138.4	137.6	-0.6%	16.3%
IT Services	419.2	457.5	+9.1%	100.0%	774.5	843.4	+8.9%	100.0%

* Digital Platform

Non-GAAP Operating Profit Adjustment Items

(Billions of Yen)

		FY23/3	Q2		FY23/3	1H	
		Results	FY24/3	YoY	Results	FY24/3	YoY
			Results			Results	
Operating Profit		29.2	36.1	+6.9	13.9	28.0	+14.1
Adjusted Items	M&A Related Amortization of Intangible Assets	8.5	9.1	+0.6	16.5	17.5	+1.0
	M&A Related Expenses	0.5	0.2	-0.3	0.8	0.3	-0.5
Adjusted Operating Profit		38.2	45.4	+7.2	31.2	45.8	+14.6
Adjusted Items	Structural Reform Expenses and Impairment Losses	-	0.5	+0.5	-	0.5	+0.5
	Stock Compensation	0.2	0.2	±0.0	0.3	0.3	±0.0
	Other One-time Profits/Losses (Gain/Loss on sale of land, businesses, etc.)	-6.7	-0.5	+6.2	-13.1	-0.5	+12.6
Non-GAAP Operating Profit		31.6	45.6	+13.9	18.4	46.1	+27.7

Non-GAAP Net Profit Adjustment Items

(Billions of Yen)

		FY23/3 Results	Q2 FY24/3 Results	YoY	FY23/3 Results	1H FY24/3 Results	YoY
Net Profit		17.8	20.3	+2.5	4.0	12.9	+8.9
Adjusted Items	M&A related Amortization of Intangible Assets and M&A related Expenses	6.1	6.5	+0.4	11.8	12.4	+0.7
	Structural Reform Expenses and Impairment Losses	-	0.4	+0.4	-	0.4	+0.4
	Stock Compensation	0.1	0.1	±0.0	0.2	0.2	±0.0
	Other One-time Profits/Losses (Gain/Loss on sale of land, businesses, etc.)	-4.7	-0.4	+4.3	-9.2	-0.4	+8.8
Non-GAAP Net Profit	19.4	26.9	+7.5	6.7	25.6	+18.8	

Financial Position Data

(Billions of Yen)

	Q2		
	As of March 31, 2023	As of September.30, 2023	Change from March 31, 2023
Total Assets	3,984.1	4,078.1	+94.1
Total Equity	1,912.7	1,995.9	+83.2
Interest-bearing Debt	608.5	641.8	+33.3
Equity Attributable to Owners of the Parent	1,623.8	1,696.8	+73.0
% of Equity Attributable to Owners of the Parent	40.8%	41.6%	+ 0.9pt
D/E Ratio (times)	0.37	0.38	- 0.01pt
Net D/E Ratio (times)	0.12	0.14	- 0.02pt
Cash and Cash Equivalents	419.5	403.1	- 16.4

V. Historical Data (Appendix)

(Ref.) New Segment Overview

			Main Businesses, Markets, Customers
IT Services	Domestic	Public	Central and Local Government
		Enterprise	Enterprise (Finance, Manufacturing, Retail / Services), NEC Facilities
		Cross-Industry	Fire-fighting / Disaster prevention Systems, Smart City (Transportation, Energy management), and Broadcasting / Media
		DPF* and others	Abeam Consulting, NEC Fielding, and distribution sales
	International (DGDF**)	NEC Software Solutions UK, KMD, Avaloq, and Digital ID abroad business	
Social Infrastructure	Telecom Services	Network Infrastructure (including Global 5G) for Telecom Operators, Submarine Systems, OSS/BSS, and NEC Networks & System Integration Corporation (NESIC)	
	ANS***	Aerospace / Satellite and Defense	
Others		Healthcare and life-related businesses, Japan Aviation Electronics Industry (JAE), and Subsidiaries managed by Corporate	
Adjustments		R&D, Corporate expenses, and other adjustments	

* Digital Platform ** Digital Government Digital Finance *** Aerospace and National Security

Revenue Breakdown

(Billions of Yen)	FY22/3 Results					FY23/3 Results				
	Q1	1H	Q3	2H	Full Year	Q1	1H	Q3	2H	Full Year
Public	71.4	159.9	86.9	230.9	390.7	66.1	157.9	94.9	246.4	404.3
Enterprise	136.8	282.0	131.5	292.3	574.4	140.4	289.0	142.8	325.7	614.7
Cross-Industry	29.1	61.6	29.1	75.9	137.5	20.2	49.7	27.7	78.9	128.6
DPF and Others	57.8	120.6	63.2	142.0	262.5	60.9	139.5	72.8	177.8	317.3
Domestic	295.2	624.1	310.8	741.1	1,365.2	287.5	636.1	338.1	828.8	1,464.9
International (DGDF)	59.4	119.3	64.2	133.4	252.7	67.8	138.4	72.5	151.6	290.1
IT Services	354.6	743.3	375.0	874.6	1,617.9	355.3	774.5	410.6	980.4	1,755.0
Telecom Services	149.4	326.1	174.9	393.7	719.8	153.2	339.7	216.5	477.3	817.0
ANS	41.9	92.4	50.1	117.1	209.5	44.2	103.2	58.5	142.0	245.2
Social Infrastructure	191.3	418.5	225.0	510.8	929.3	197.4	442.9	275.0	619.3	1,062.2
Others	106.0	221.0	113.6	245.9	466.9	107.0	237.9	128.3	257.9	495.8
Total	651.9	1,382.8	713.6	1,631.3	3,014.1	659.7	1,455.4	813.9	1,857.6	3,313.0

Adjusted OP Breakdown

(Billions of Yen)		FY22/3 Results					FY23/3 Results				
		Q1	1H	Q3	2H	Full Year	Q1	1H	Q3	2H	Full Year
Domestic	Adj. OP	6.9	30.8	24.3	90.5	121.2	-0.1	38.7	32.4	110.0	149.6
	% of revenue	2.3%	4.9%	7.8%	12.2%	8.9%	-0.0%	6.1%	9.6%	13.4%	10.2%
DGDF	Adj. OP	2.4	5.7	4.4	10.3	16.0	0.7	3.8	3.0	14.6	18.4
	% of revenue	4.1%	4.7%	6.9%	7.8%	6.3%	1.1%	2.7%	4.1%	9.6%	6.3%
IT Services	Adj. OP	9.3	36.4	28.7	100.8	137.2	0.7	42.4	35.4	125.6	168.0
	% of revenue	2.6%	4.9%	7.6%	11.5%	8.5%	0.2%	5.5%	8.6%	12.8%	9.6%
Telecom Services	Adj. OP	3.3	18.2	10.0	33.2	51.3	-5.4	-5.1	19.7	53.3	48.2
	% of revenue	2.2%	5.6%	5.7%	8.4%	7.1%	-3.5%	-1.5%	9.1%	11.2%	5.9%
ANS	Adj. OP	1.1	5.8	3.2	12.3	18.1	0.2	7.8	4.5	17.8	25.6
	% of revenue	2.6%	6.3%	6.3%	10.5%	8.6%	0.5%	7.5%	7.7%	12.5%	10.4%
Social Infrastructure	Adj. OP	4.4	24.0	13.2	45.4	69.4	-5.2	2.7	24.2	71.1	73.8
	% of revenue	2.3%	5.7%	5.9%	8.9%	7.5%	-2.6%	0.6%	8.8%	11.5%	6.9%
Others	Adj. OP	0.2	5.1	5.6	16.4	21.5	2.9	11.2	5.0	12.6	23.8
	% of revenue	0.2%	2.3%	5.0%	6.7%	4.6%	2.7%	4.7%	3.9%	4.9%	4.8%
Adjustment	Adj. OP	-3.5	-23.4	-13.7	-33.7	-57.2	-5.3	-25.1	-12.3	-35.0	-60.1
Total	Adj. OP	10.5	42.1	33.8	128.9	171.0	-7.0	31.2	52.2	174.3	205.5
	% of revenue	1.6%	3.0%	4.7%	7.9%	5.7%	-1.1%	2.1%	6.4%	9.4%	6.2%

Cautionary Statement with Respect to Forward-Looking Statements

This material contains forward-looking statements regarding estimations, forecasts, targets and plans in relation to the results of operations, financial conditions and other overall management of the NEC Group (the "forward-looking statements"). The forward-looking statements are made based on information currently available to the Company and certain assumptions considered reasonable as of the date of this material. These determinations and assumptions are inherently subjective and uncertain. These forward-looking statements are not guarantees of future performance, and actual operating results may differ substantially due to a number of factors.

The factors that may influence the operating results include, but are not limited to, the following:

- adverse economic conditions in Japan or internationally;
- foreign currency exchange and interest rate risks;
- changes in the markets in which the NEC Group operates;
- the recent outbreak of the novel coronavirus;
- potential inability to achieve the goals in the NEC Group's medium-term management plan;
- fluctuations in the NEC Group's revenue and profitability from period to period;
- difficulty achieving the benefits expected from acquisitions, business combinations and reorganizations and business withdrawals;
- potential deterioration in the NEC Group's relationships with strategic partners or problems relating to their products or services;
- difficulty achieving the NEC Group's growth strategies outside Japan;
- potential inability to keep pace with rapid technological advancements in the NEC Group's industry and to commercialize new technologies;
- intense competition in the markets in which the NEC Group operates;
- risks relating to the NEC Group's concentrated customer base;
- difficulties with respect to new businesses;
- potential failures in the products and services the NEC Group provides;
- potential failure to procure components, equipment or other supplies;
- difficulties protecting the NEC Group's intellectual property rights;
- potential inability to obtain certain intellectual property licenses;
- the NEC Group's customers may encounter financial difficulties;
- difficulty attracting, hiring and retaining skilled personnel;
- difficulty obtaining additional financing to meet the NEC Group's funding needs;
- potential failure of internal controls;
- potentially costly and time-consuming legal proceedings;
- risks related to regulatory change and uncertainty;
- risks related to environmental laws and regulations;
- information security and data protection concerns and restrictions;
- potential changes in effective tax rates or deferred tax assets, or adverse tax examinations;
- risks related to corporate governance and social responsibility requirements;
- risks related to natural disasters, public health issues, armed hostilities and terrorism;
- risks related to the NEC Group's pension assets and defined benefit obligations; and
- risks related to impairment losses with regard to goodwill.

The forward-looking statements contained in this material are based on information that NEC possesses as of the date hereof. 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 the NEC Group. NEC does not intend to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

Note: In this presentation, the accounting periods of the fiscal years for March 31, 2022, 2023, and 2024 were referred as FY22/3, FY23/3, and FY24/3 respectively. Any other fiscal years would be referred similarly.