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# Financial Results for Q2 Fiscal Year Ending March 31, 2025

October 29, 2024

NEC Corporation

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

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

# I. Financial Results for Q2, FY25/3

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# Summary of Financial Results for 1H, FY25/3

(Excluding Impact of JAE\* Deconsolidation)

**Revenue and Adjusted Operating Profit increased YoY,  
Steady progress towards achieving FY25/3 forecasts**

**Revenue**

**1,486.7 bil. yen**

<YoY> **+3.5%**

**Non-GAAP  
Operating Profit**

**64.8 bil. yen**

<YoY> **+25.2 bil. yen**

\* JAE: Japan Aviation Electronics Industry, Ltd.

# Summary of Financial Results for 1H, FY25/3

(Billions of Yen)

	Q1			Q2			1H		
	FY24/3 Results	FY25/3 Results	YoY	FY24/3 Results	FY25/3 Results	YoY	FY24/3 Results	FY25/3 Results	YoY
<b>Revenue</b>	706.5	<b>690.3</b>	-2.3%	842.3	<b>796.4</b>	-5.4%	1,548.8	<b>1,486.7</b>	-4.0%
<b>Adjusted Operating Profit</b>	0.5	<b>12.7</b>	+12.2	45.4	<b>48.3</b>	+3.0	45.8	<b>61.0</b>	+15.2
% of Revenue	0.1%	<b>1.8%</b>	+1.8%	5.4%	<b>6.1%</b>	+0.7%	3.0%	<b>4.1%</b>	+1.1%
<b>Non-GAAP Operating Profit</b>	0.6	<b>16.3</b>	+15.7	45.6	<b>48.6</b>	+3.0	46.1	<b>64.8</b>	+18.7
% of Revenue	0.1%	<b>2.4%</b>	+2.3%	5.4%	<b>6.1%</b>	+0.7%	3.0%	<b>4.4%</b>	+1.4%
<b>Non-GAAP Net Profit</b>	-1.3	<b>10.5</b>	+11.9	26.9	<b>26.9</b>	+0.0	25.6	<b>37.4</b>	+11.9
% of Revenue	-0.2%	<b>1.5%</b>	+1.7%	3.2%	<b>3.4%</b>	+0.2%	1.7%	<b>2.5%</b>	+0.9%
<b>Non-GAAP EPS (yen)</b>	-5	<b>40</b>	+45	101	<b>101</b>	+0	96	<b>141</b>	+45
<b>EBITDA**</b>	38.0	<b>46.3</b>	+8.3	83.1	<b>79.2</b>	- 3.9	121.1	<b>125.5</b>	+4.4
% of Revenue	5.4%	<b>6.7%</b>	+1.3%	9.9%	<b>9.9%</b>	+0.1%	7.8%	<b>8.4%</b>	+0.6%
<b>Note :</b>	<b>USD/JPY</b>	134.92	<b>153.15</b>	138.70	<b>154.16</b>		138.69	<b>153.66</b>	
<b>Average Exchange Rates (Yen)</b>	<b>EUR/JPY</b>	146.22	<b>165.45</b>	151.00	<b>167.59</b>		150.97	<b>166.52</b>	
<b>Dividend per Share (Yen)</b>							60	<b>70</b>	+10

\* Non-GAAP adjustment items are shown on pages 26 and 27

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

# Financial Results for 1H, FY25/3 (By Segment)

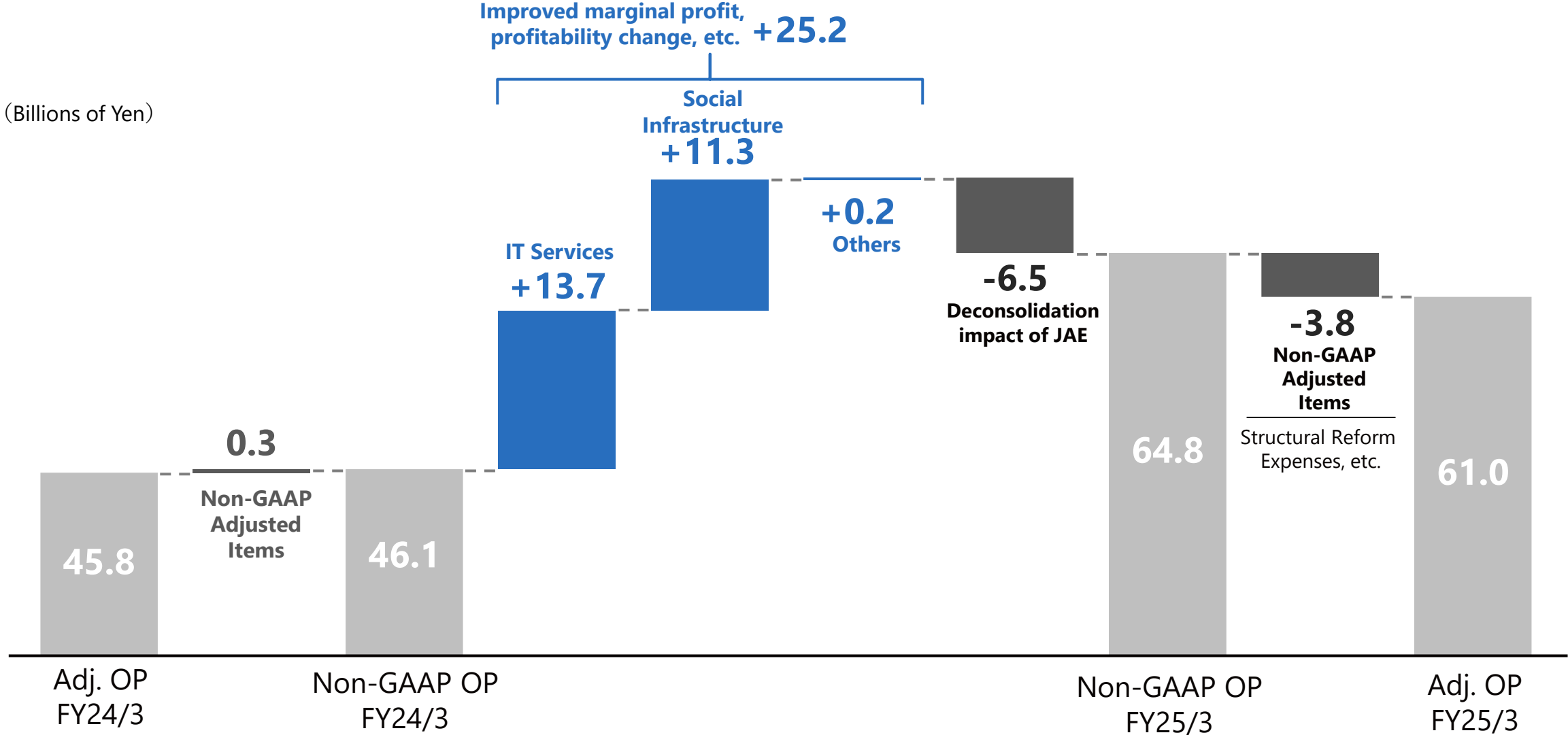
## Revenue and Adj. OP increased in both IT Services and Social Infrastructure

(Billions of Yen)

		Q1			Q2			1H		
		FY24/3 Results	FY25/3 Results	YoY	FY24/3 Results	FY25/3 Results	YoY	FY24/3 Results	FY25/3 Results	YoY
IT Services	Revenue	385.7	418.3	+8.4%	457.3	472.3	+3.3%	843.1	890.6	+5.6%
	Adjusted Operating Profit	11.9	14.5	+2.6	35.3	41.9	+6.6	47.2	56.4	+9.2
	% of revenue	3.1%	3.5%	+0.4%	7.7%	8.9%	+1.2%	5.6%	6.3%	+0.7%
Social Infrastructure	Revenue	213.2	219.2	+2.8%	262.6	266.1	+1.3%	475.8	485.3	+2.0%
	Adjusted Operating Profit	-7.2	3.2	+10.4	13.6	14.5	+0.9	6.4	17.7	+11.3
	% of revenue	-3.4%	1.5%	+4.8%	5.2%	5.4%	+0.3%	1.4%	3.7%	+2.3%
Others	Revenue	107.6	52.9	-50.9%	122.3	58.0	-52.6%	230.0	110.9	-51.8%
	Adjusted Operating Profit	-2.0	-3.7	- 1.7	3.2	-3.0	- 6.1	1.2	-6.7	- 7.9
	% of revenue	-1.8%	-7.0%	-5.2%	2.6%	-5.1%	-7.7%	0.5%	-6.0%	-6.6%
Adjustments	Adjusted Operating Profit	-2.3	-1.4	+0.9	-6.7	-5.1	+1.6	-9.0	-6.4	+2.6
Total	Revenue	706.5	690.3	-2.3%	842.3	796.4	-5.4%	1,548.8	1,486.7	-4.0%
	Adjusted Operating Profit	0.5	12.7	+12.2	45.4	48.3	+3.0	45.8	61.0	+15.2
	% of revenue	0.1%	1.8%	+1.8%	5.4%	6.1%	+0.7%	3.0%	4.1%	+1.1%

\* Breakdown of each segment is shown on pages 24 and 25

# YoY Change in Adjusted/Non-GAAP Operating Profit

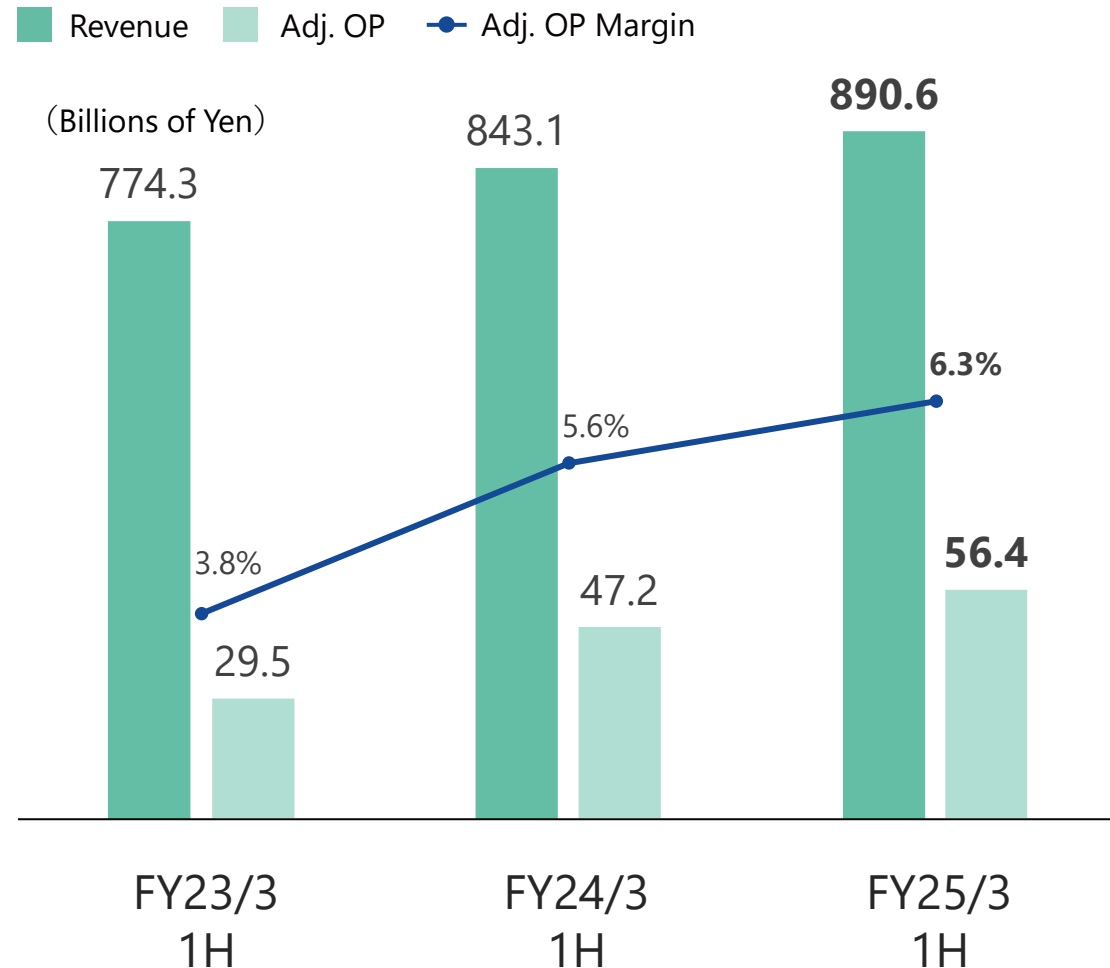


\* Non-GAAP adjustment items are shown on pages 26 and 27

• Non-GAAP adjustment items are recorded in Domestic IT (Cross-Industry) and international (Digital Government/Digital Finance, hereinafter, "DGDF").

# IT Services

## Revenue and Adjusted Operating Profit



-Revenue increased for domestic IT and international business (DGDF)\*

-Adj. OP increased due to increased revenue in IT Services business in Japan and improved profitability for international business (DGDF) mainly in Avaloq

<Ref.>

		FY24/3 Results	1H FY25/3 Results	YoY
Domestic IT	Revenue	705.4	735.5	+4.3%
	Adj. OP	42.6	48.4	+5.9
	% of Revenue	6.0%	6.6%	+0.6%
International (DGDF)*	Revenue	137.6	155.1	+12.7%
	Adj. OP	4.6	8.0	+3.4
	% of Revenue	3.4%	5.2%	+1.8%

\* Digital Government / Digital Finance



# Domestic IT Services Booking Status (YoY)

**Significantly increased due to robust demand**

	Q1 FY24/3	Q2 FY24/3	Q3 FY24/3	Q4 FY24/3	Q1 FY25/3	Q2 FY25/3	Notes
<b>Domestic IT Services</b>	+2%	-12%	+4%	+2%	+13%	+17%	
<b>Excluding NEC Facilities Ltd.</b>	<b>+3%</b>	<b>-4%</b>	<b>+5%</b>	<b>-1%</b>	<b>+15%</b>	<b>+18%</b>	
<b>Public</b>	<b>+3%</b>	<b>-12%</b>	<b>-3%</b>	<b>+9%</b>	<b>+32%</b>	<b>+38%</b>	Significant increase due to large projects and projects for municipal governments' platform standardization Approx. 10% increase, even if excluding large projects in Q2, FY25/3
<b>Enterprise*</b>	<b>+16%</b>	<b>+12%</b>	<b>+8%</b>	<b>-11%</b>	<b>+2%</b>	<b>+2%</b>	
<b>Finance</b>	<b>+37%</b>	<b>+41%</b>	<b>+11%</b>	<b>-15%</b>	<b>-7%</b>	<b>-11%</b>	Steady increase if excluding large projects from FY24/3, maintained robust momentum
<b>Manufacturing</b>	<b>-1%</b>	<b>-3%</b>	<b>-2%</b>	<b>-4%</b>	<b>+13%</b>	<b>+11%</b>	Number of digital transformation (DX) projects increased
<b>Retail / Services</b>	<b>+9%</b>	<b>±0%</b>	<b>+10%</b>	<b>-5%</b>	<b>+10%</b>	<b>+14%</b>	Maintained robust momentum with large project gains
<b>Others</b>	-14%	-27%	+4%	+11%	+6%	+15%	Increase in ABeam Consulting: +14%

\*Excluding NEC Facilities Ltd.

Three European Subsidiaries: Effective order backlog coverage ratio at the end of Q2

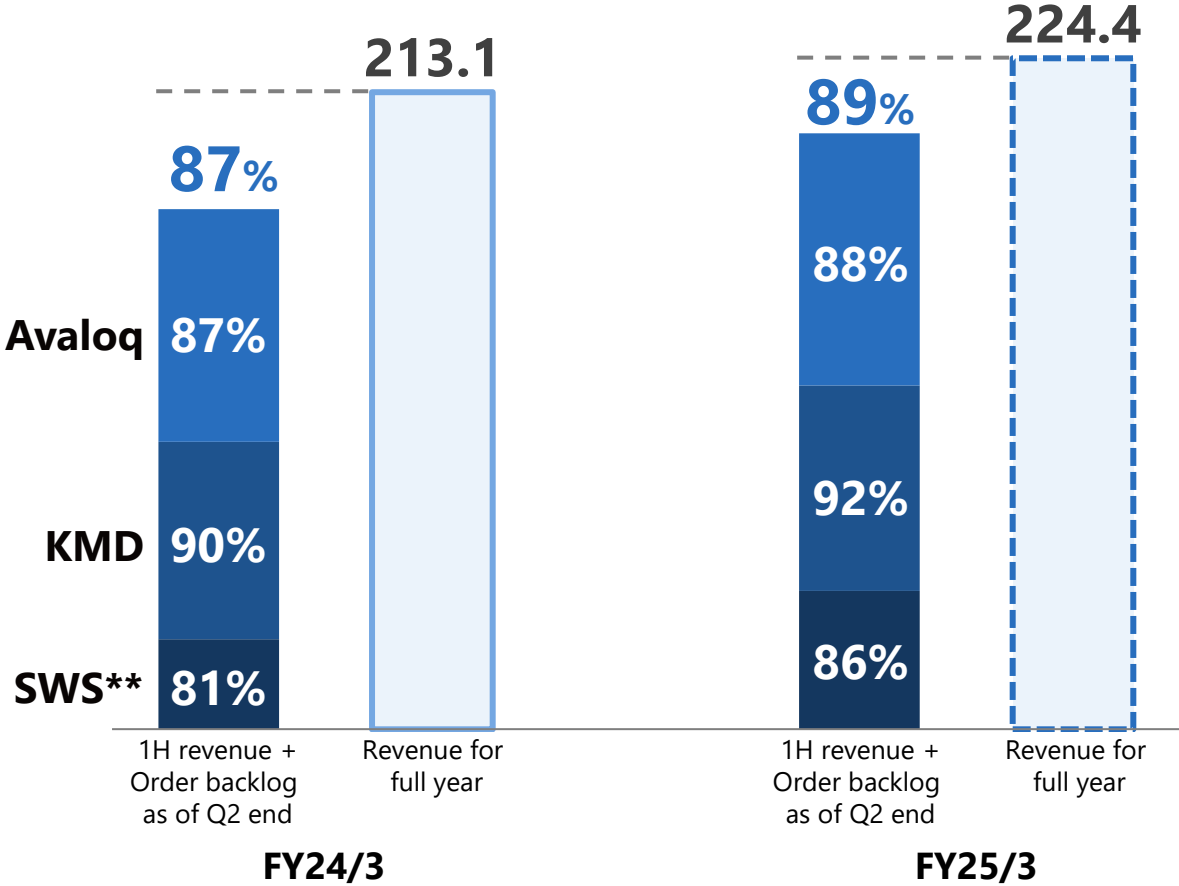
**Effective order backlog has reached approx. 90% of the revenue plan for FY25/3**

Effective order backlog coverage ratio at the end of Q2

FY24/3\* **87%**    ►    FY25/3 **89%**

<Effective order backlog coverage ratio>

$$\left( \text{Order backlog as of the end of Q2 to be recorded as revenue within the same fiscal year} + \text{1H revenue} \right) \div \text{Revenue for the fiscal year}$$

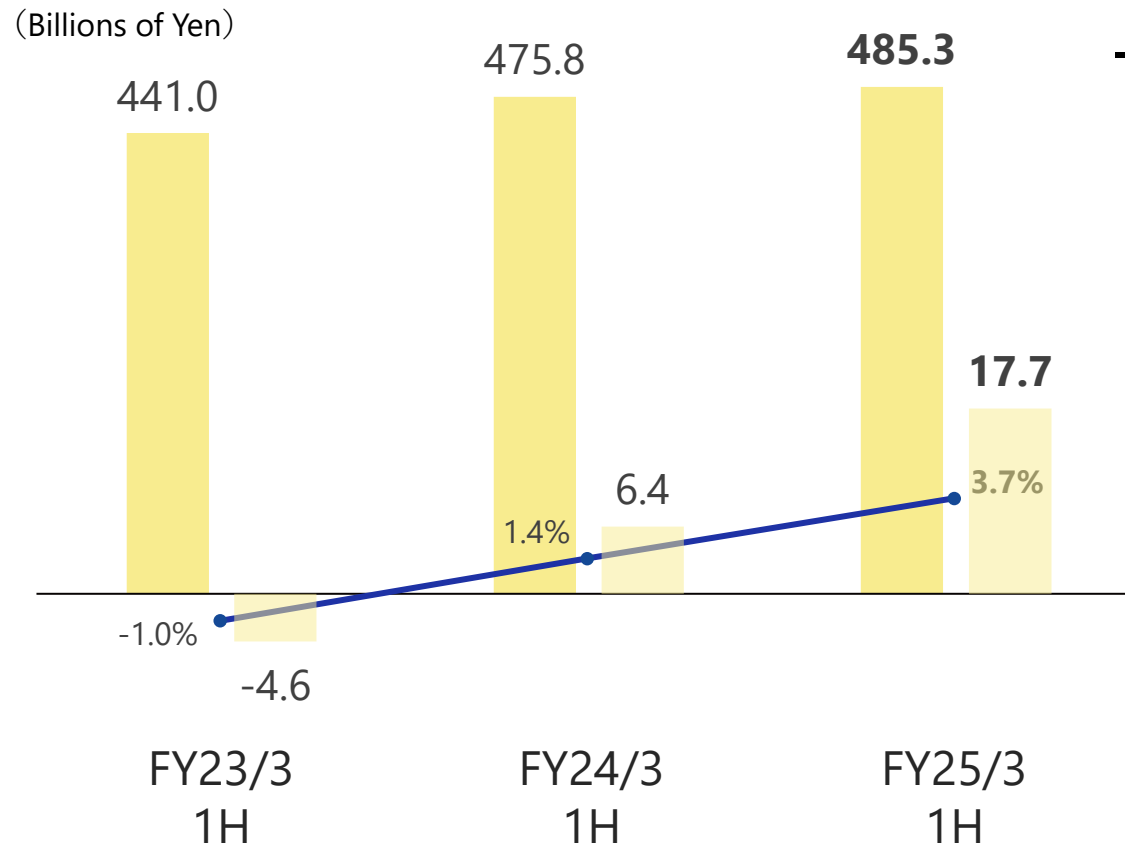


\* Excluding the software business for police from the Capita Group acquired by SWS in FY24/3

# Social Infrastructure

## Revenue and Adjusted Operating Profit

■ Revenue ■ Adj. OP ● Adj. OP Margin



**-Adj. OP improved YoY due to cost reductions, including development expenses in Telecom Services**

**-Increased revenue and adj. OP in ANS\* led by steady project deliveries, with steady order increases, achieving FY25/3 revenue/Adj. OP plan**

<Ref.>

(Billions of Yen)

		FY24/3 Results	1H FY25/3 Results	YoY
Telecom Services	Revenue	364.9	357.0	-2.1%
	Adj. OP	-0.1	9.5	+9.6
	% of Revenue	-0.0%	2.6%	+2.7%
ANS*	Revenue	110.9	128.2	+15.6%
	Adj. OP	6.6	8.3	+1.7
	% of Revenue	5.9%	6.4%	+0.5%

\* Aerospace and National Security

## II. Financial Forecasts for FY25/3

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# FY25/3 Financial Forecasts

## No changes to FY25/3 forecasts from October 7, 2024

(Billions of Yen)	FY21/3 Results	FY22/3 Results	FY23/3 Results	FY24/3 Results	FY25/3 Forecasts	FY26/3 Targets
<b>Revenue</b>	2,994.0	3,014.1	3,313.0	3,477.3	3,370.0	3,500.0
<b>Adjusted Operating Profit</b>	178.2	171.0	205.5	223.6	255.0	300.0
<b>% of Revenue</b>	6.0%	5.7%	6.2%	6.4%	7.6%	8.6%
<b>Non-GAAP Operating Profit</b>	150.9	160.3	197.0	227.6	255.0	300.0
<b>% of Revenue</b>	5.0%	5.3%	5.9%	6.5%	7.6%	8.6%
<b>Non-GAAP Net Profit</b>	144.6	159.5	132.8	177.8	165.0	185.0
<b>% of Revenue</b>	4.8%	5.3%	4.0%	5.1%	4.9%	5.3%
<b>EBITDA<sup>*</sup></b>	295.8	304.0	347.8	379.5	380.0	425.0
<b>% of Revenue</b>	9.9%	10.1%	10.5%	10.9%	11.3%	12.1%
<b>ROIC<sup>**</sup></b>	4.7%	3.9%	4.7%	5.0%	5.9%	6.5%
<b>Free Cash Flow</b>	152.4	84.1	102.5	195.2	160.0	-
<b>Dividend per Share (Yen)</b>	90	100	110	120	140	160

Currency rate assumption for FY25/3: USD/JPY: 145, EUR/JPY: 160

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

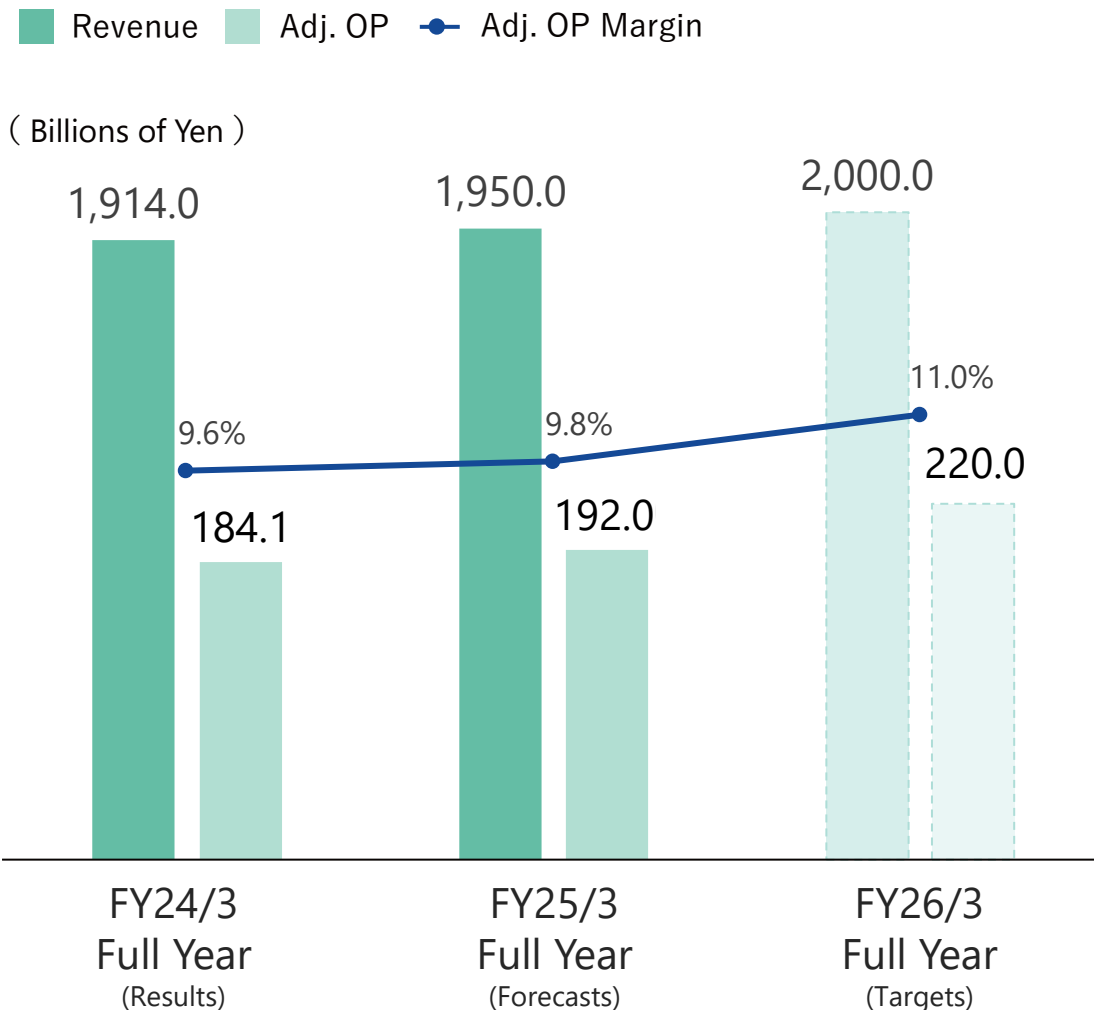
\*\* ROIC = (Unadjusted operating income - Deemed corporate tax <30.5%>) ÷ (Term-end interest-bearing debt + Term-end net assets <Including non-controlling interests> )

# Financial Forecast (By Segment)

(Billions of Yen)		FY23/3 Results	FY24/3 Results	FY25/3 Forecasts	FY26/3 Targets
IT Services	Revenue	1,754.3	1,914.0	1,950.0	2,000.0
	Adjusted Operating Profit	141.3	184.1	192.0	220.0
	% of revenue	8.1%	9.6%	9.8%	11.0%
Social Infrastructure	Revenue	1,044.8	1,077.3	1,170.0	1,240.0
	Adjusted Operating Profit	45.7	55.1	101.0	130.0
	% of revenue	4.4%	5.1%	8.6%	10.5%
Others	Revenue	514.0	485.9	250.0	260.0
	Adjusted Operating Profit	26.3	5.0	-13.0	-50.0
	% of revenue	5.1%	1.0%	-5.2%	
Adjustments	Adjusted Operating Profit	-7.8	-20.7	-25.0	
Total	Revenue	3,313.0	3,477.3	3,370.0	3,500.0
	Adjusted Operating Profit	205.5	223.6	255.0	300.0
	% of revenue	6.2%	6.4%	7.6%	8.6%

# IT Services

## Revenue and Adjusted Operating Profit



**-Steady growth of domestic business is anticipated following a strong FY24/3**

**-Adjusted OP growth from Avaloq anticipated in international IT Services**

<Ref.>

( Billions of Yen )

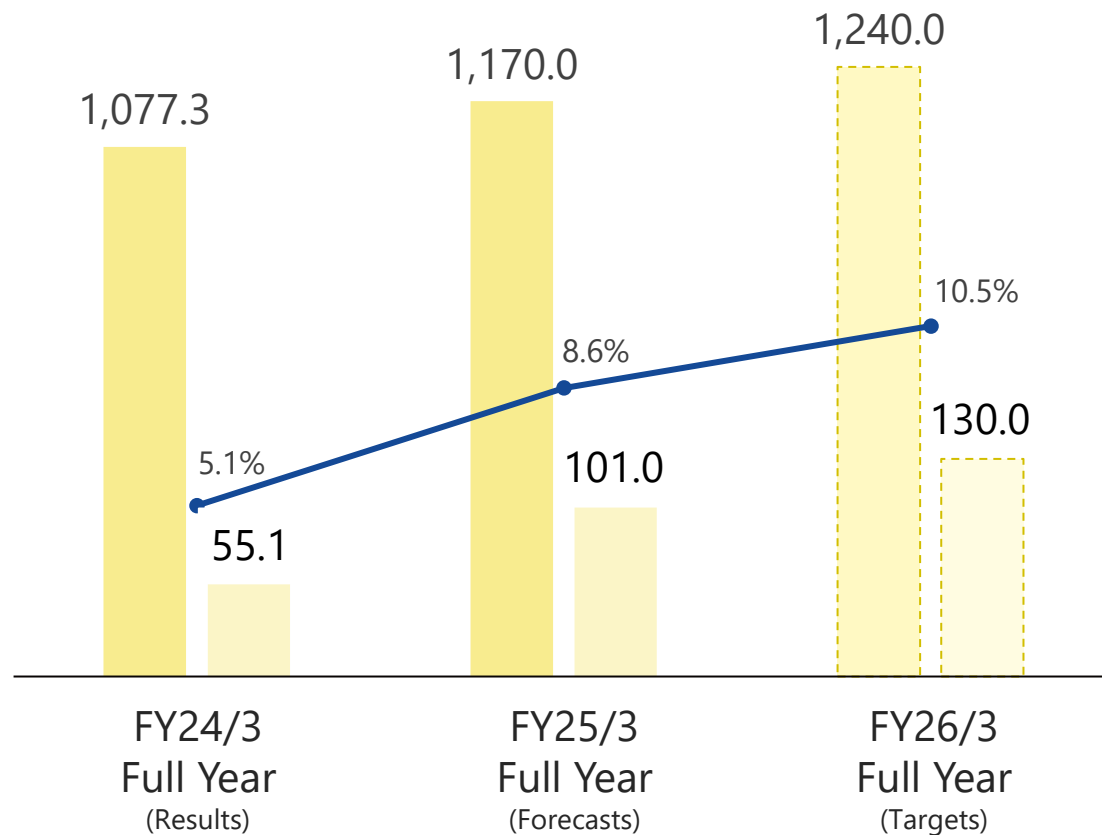
	Full Year			
	FY24/3 Results	FY25/3 Forecasts	FY26/3 Targets	
Domestic IT	Revenue	1,612.5	1,650.0	1,690.0
	Adj. OP	165.1	168.0	184.0
	% of Revenue	10.2%	10.2%	10.9%
International (DGDF)	Revenue	301.5	300.0	310.0
	Adj. OP	19.0	24.0	36.0
	% of Revenue	6.3%	8.0%	11.6%

# Social Infrastructure

## Revenue and Adjusted Operating Profit

■ Revenue ■ Adj. OP ● Adj. OP Margin

(Billions of Yen)



**-Revenue expected to increase from steady delivery of projects through ANS**

**-Adj. OP to increase due to an improvement of global 5G business as well as reversal effect from one-time expenses in Telecom Services in FY24/3**

<Ref.>	Full Year			
	FY24/3 Results	FY25/3 Forecasts	FY26/3 Targets	
Telecom Services	Revenue	801.3	830.0	840.0
	Adj. OP	27.3	74.0	95.0
	% of Revenue	3.4%	8.9%	11.3%
ANS	Revenue	276.1	340.0	400.0
	Adj. OP	27.9	27.0	35.0
	% of Revenue	10.1%	7.9%	8.8%

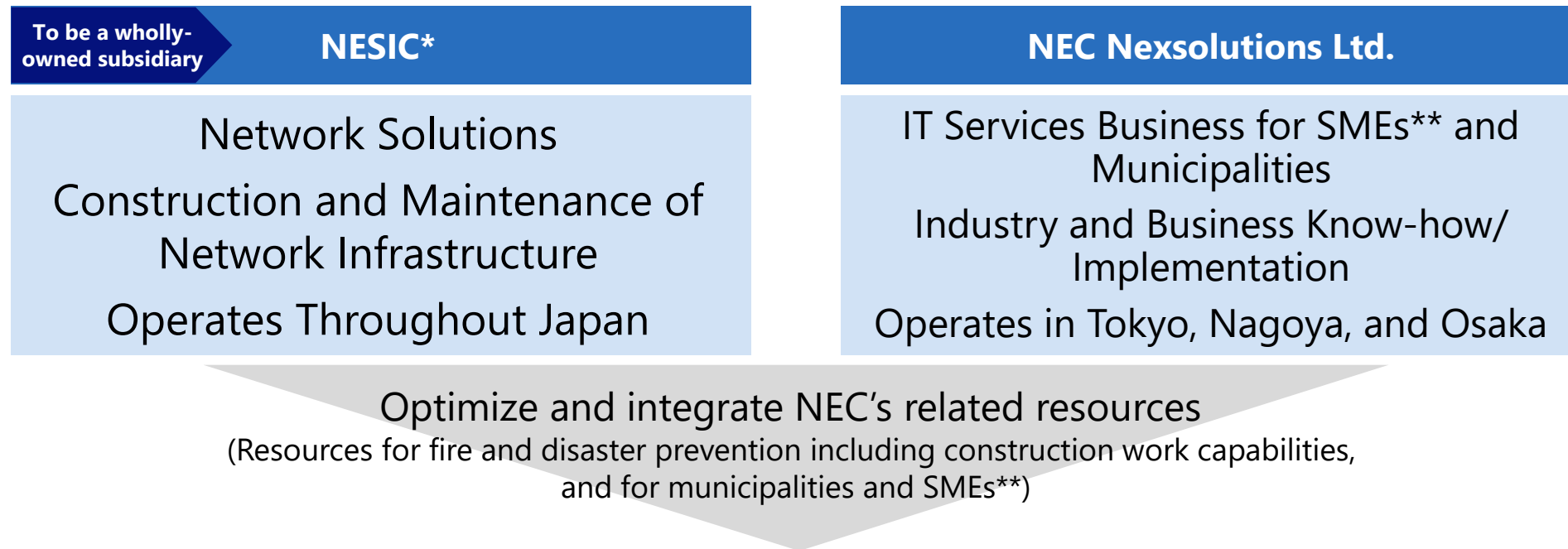


# III. Topics

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# Commencement of Tender Offer for Shares of NESIC\*

**NEC to conduct below reorganization upon making NESIC\* a wholly-owned subsidiary  
Strengthening the business foundation in the DX domain for local governments and SMEs\*\*  
in the domestic region, which has been accompanied by especially increased demand in recent years**



**Establishing a business structure that can provide municipalities and SMEs\*\* throughout Japan with End to End DX solutions that integrate IT services and network solutions from consulting to system integration, construction work and maintenance, on top of the existing businesses domains**

\* NEC Networks & System Integration Corporation

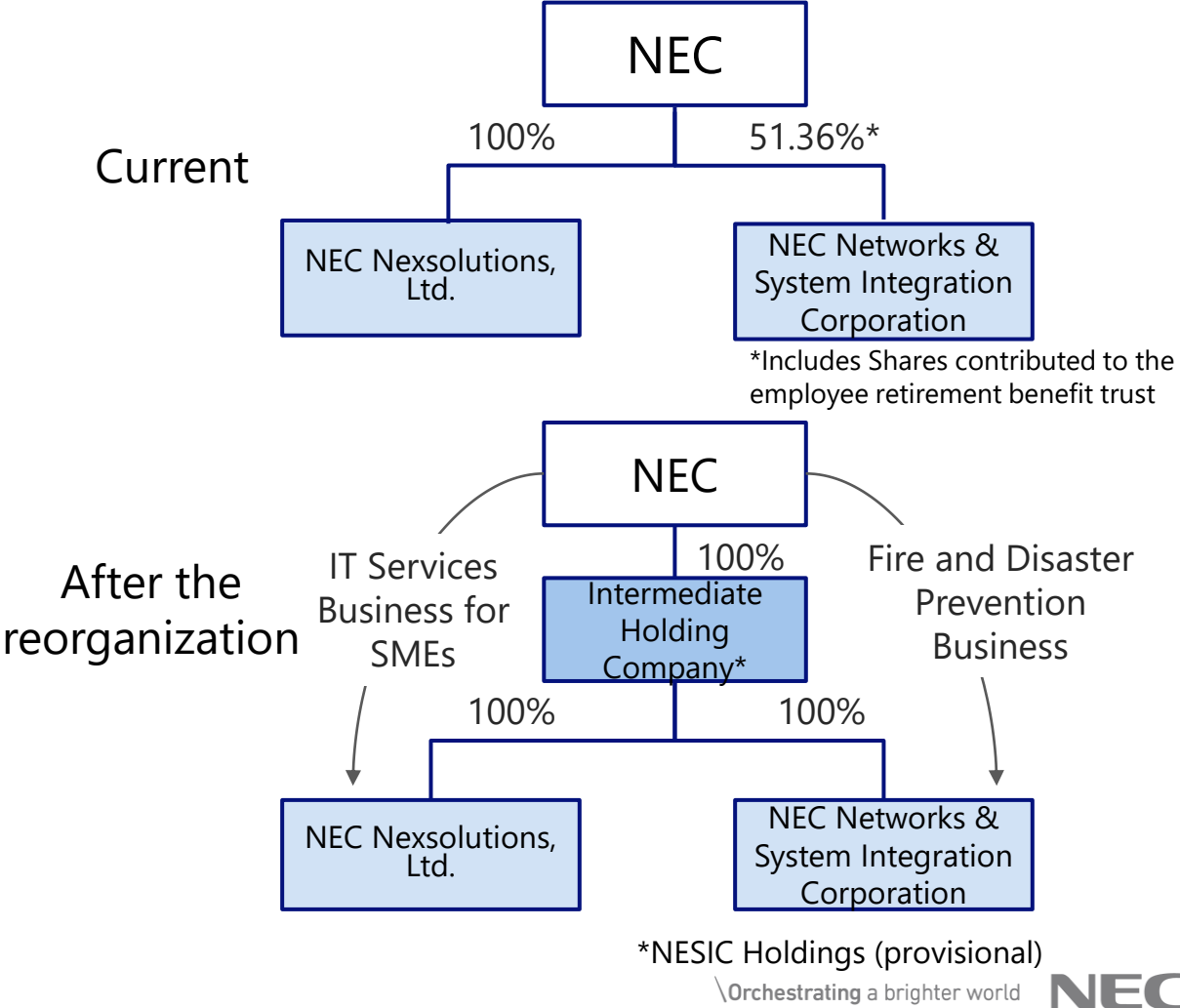
\*\* Small- and Medium-sized Enterprises

# Outline of the Tender Offer and the Reorganization

## Tender Offer

Period	From October 30, 2024 to December 11, 2024
Price	JPY3,250 per common stock
Number of Shares	72,461,155 shares (Minimum: 22,756,305 shares)
Purchase Price	JPY235.5 billion
Remarks	If all of the shares could not be acquired at the completion of the Tender Offer, the Squeeze-Out procedures are conducted

## Reorganization



## Significantly increased orders for BluStellar products by 40% from the previous year

- Expanded not only in the enterprise domain but also **in the public domain with large-scale projects**
- In addition to the leading enterprises domain, plan to expand industry-specific value creation scenarios for the public domain
- In addition to modernization projects, **expanded AI/security products**

## Expanded use cases for generative AI to realize customer transformation

- In September, started offering a **contact center platform** equipped with generative AI and speech recognition
- In October, started offering a **hallucination prevention feature** to enable customers to safely and securely utilize generative AI

Introduction of NEC's R&D and new business developments, as well as demonstration of the latest technologies

# NEC Innovation Day 2024



**Main Host**

Corporate Executive Vice  
President and CTO

**Motoo  
Nishihara**

11/27 WED  
NEC Tamagawa  
office

AM For Capital market & Media

\ Orchestrating a brighter world

**NEC**

# IV. Financial Results (Appendix)

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# Breakdown of IT Services

(Billions of Yen)

		Q1			Q2			1H		
		FY24/3 Results	FY25/3 Results	YoY	FY24/3 Results	FY25/3 Results	YoY	FY24/3 Results	FY25/3 Results	YoY
<b>Domestic</b>	<b>Revenue</b>	320.2	340.1	+6.2%	385.3	395.4	+2.6%	705.4	735.5	+4.3%
	<b>Adjusted Operating Profit</b>	10.9	10.2	- 0.7	31.6	38.2	+6.6	42.6	48.4	+5.9
	<b>% of revenue</b>	3.4%	3.0%	-0.4%	8.2%	9.7%	+1.4%	6.0%	6.6%	+0.6%
<b>International (DGDF)</b>	<b>Revenue</b>	65.5	78.2	+19.3%	72.1	76.9	+6.7%	137.6	155.1	+12.7%
	<b>Adjusted Operating Profit</b>	1.0	4.3	+3.3	3.7	3.7	+0.0	4.6	8.0	+3.4
	<b>% of revenue</b>	1.5%	5.5%	+4.0%	5.1%	4.8%	-0.3%	3.4%	5.2%	+1.8%
<b>IT Services</b>	<b>Revenue</b>	385.7	<b>418.3</b>	+8.4%	457.3	<b>472.3</b>	+3.3%	843.1	<b>890.6</b>	+5.6%
	<b>Adjusted Operating Profit</b>	11.9	<b>14.5</b>	+2.6	35.3	<b>41.9</b>	+6.6	47.2	<b>56.4</b>	+9.2
	<b>% of revenue</b>	3.1%	<b>3.5%</b>	+0.4%	7.7%	<b>8.9%</b>	+1.2%	5.6%	<b>6.3%</b>	+0.7%



# Breakdown of Social Infrastructure

(Billions of Yen)

		Q1			Q2			1H		
		FY24/3 Results	FY25/3 Results	YoY	FY24/3 Results	FY25/3 Results	YoY	FY24/3 Results	FY25/3 Results	YoY
Telecom Services	Revenue	169.7	163.9	-3.4%	195.2	193.2	-1.0%	364.9	357.0	-2.1%
	Adjusted Operating Profit	-6.6	0.3	+7.0	6.5	9.1	+2.6	-0.1	9.5	+9.6
	% of revenue	-3.9%	0.2%	+4.1%	3.3%	4.7%	+1.4%	-0.0%	2.6%	+2.7%
ANS	Revenue	43.5	55.3	+27.1%	67.4	72.9	+8.2%	110.9	128.2	+15.6%
	Adjusted Operating Profit	-0.6	2.9	+3.5	7.1	5.4	- 1.8	6.6	8.3	+1.7
	% of revenue	-1.3%	5.2%	+6.5%	10.6%	7.4%	-3.2%	5.9%	6.4%	+0.5%
Social Infrastructure	Revenue	213.2	219.2	+2.8%	262.6	266.1	+1.3%	475.8	485.3	+2.0%
	Adjusted Operating Profit	-7.2	3.2	+10.4	13.6	14.5	+0.9	6.4	17.7	+11.3
	% of revenue	-3.4%	1.5%	+4.8%	5.2%	5.4%	+0.3%	1.4%	3.7%	+2.3%

# Non-GAAP Operating Profit Adjustment Items

(Billions of Yen)

		Q1			Q2			1H		
		FY24/3 Results	FY25/3 Results	YoY	FY24/3 Results	FY25/3 Results	YoY	FY24/3 Results	FY25/3 Results	YoY
<b>Adjusted Operating Profit</b>		-8.1	4.5	+12.7	36.1	40.2	+4.0	28.0	44.7	+16.7
<b>Adjusted Items</b>	<b>M&amp;A Related Amortization of Intangible Assets</b>	8.5	8.1	- 0.3	9.1	8.2	- 0.9	17.5	16.3	- 1.2
	<b>M&amp;A Related Expenses</b>	0.1	-	- 0.1	0.2	0.0	- 0.2	0.3	0.0	- 0.3
<b>Adjusted Operating Profit</b>		0.5	12.7	+12.2	45.4	48.3	+3.0	45.8	61.0	+15.2
<b>Adjusted Items</b>	<b>Structural Reform Expenses and Impairment Losses</b>	-	3.4	+3.4	0.5	0.0	- 0.6	0.5	3.4	+2.8
	<b>Stock Compensation</b>	0.1	0.2	+0.1	0.2	0.2	+0.1	0.3	0.5	+0.2
	<b>Other One-time Profits/Losses (Gain/Loss on sale of land, businesses, etc.)</b>	-	-	±0.0	-0.5	0.0	+0.5	-0.5	0.0	+0.5
<b>Non-GAAP Operating Profit</b>		0.6	16.3	+15.7	45.6	48.6	+3.0	46.1	64.8	+18.7

# Non-GAAP Net Profit Adjustment Items

(Billions of Yen)

		Q1			Q2			1H		
		FY24/3 Results	FY25/3 Results	YoY	FY24/3 Results	FY25/3 Results	YoY	FY24/3 Results	FY25/3 Results	YoY
<b>Net Profit</b>		-7.4	-5.8	+1.6	20.3	19.3	- 1.0	12.9	13.5	+0.5
<b>Adjusted Items</b>	<b>M&amp;A related Amortization of Intangible Assets and M&amp;A related Expenses</b>	6.0	5.9	- 0.1	6.5	5.9	- 0.6	12.4	11.8	- 0.7
	<b>Structural Reform Expenses and Impairment Losses</b>	-	2.5	+2.5	0.4	-0.7	- 1.1	0.4	1.8	+1.4
	<b>Stock Compensation</b>	0.1	0.2	+0.1	0.1	0.1	±0.0	0.2	0.3	+0.1
	<b>Other One-time Profits/Losses (Gain/Loss on sale of land, businesses, etc.)</b>	-	7.9	+7.9	-0.4	2.2	+2.6	-0.4	10.1	+10.5
<b>Non-GAAP Net Profit</b>	-1.3	10.5	+11.9	26.9	26.9	+0.0	25.6	37.4	+11.9	

# Financial Position Data

(Billions of Yen)	Q2		
	As of March 31, 2024	As of Sept. 30, 2024	Change from March 31, 2024
<b>Total Assets</b>	4,227.5	4,069.4	- 158.2
<b>Total Equity</b>	2,089.5	2,073.9	- 15.6
<b>Interest-bearing Debt</b>	548.6	647.4	+98.8
<b>Equity Attributable to Owners of the Parent</b>	1,915.6	1,903.2	- 12.4
% of Equity Attributable to Owners of the Parent	45.3%	46.8%	+1.5pt
<b>D/E Ratio (times)</b>	0.29	0.34	-0.05pt
<b>Net D/E Ratio (times)</b>	0.04	0.09	-0.05pt
<b>Cash and Cash Equivalents</b>	476.5	484.0	+7.5
	1H		
	FY24/3	FY25/3	YoY
<b>Cash flows from operating activities</b>	26.8	58.7	+31.9
<b>Cash flows from investing activities</b>	-35.0	-52.9	- 17.9
<b>Free Cash flows</b>	-8.2	5.8	+14.0

# V. Historical Data (Appendix)

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# Revenue Breakdown

( Billions of Yen )

	FY23/3 Results					FY24/3 Results					FY25/3 Results	
	Q1	1H	Q3	2H	Full Year	Q1	1H	Q3	2H	Full Year	Q1	1H
<b>Public</b>	67.4	156.7	94.2	246.9	403.5	73.3	179.2	101.4	256.5	435.7	75.6	184.5
<b>Enterprise</b>	137.3	283.2	140.2	320.0	603.2	157.1	327.1	177.5	376.8	704.0	164.1	331.9
<b>Cross-Industry</b>	20.2	49.7	27.7	78.8	128.5	20.7	50.2	31.6	91.2	141.3	25.9	59.6
<b>DPF and others</b>	62.6	146.4	75.9	182.7	329.1	69.1	149.0	82.0	182.6	331.5	74.5	159.5
<b>Domestic</b>	287.4	635.9	338.0	828.3	1,464.2	320.2	705.4	392.6	907.1	1,612.5	340.1	735.5
<b>International (DGDF)</b>	67.8	138.4	72.5	151.6	290.1	65.5	137.6	78.2	163.8	301.5	78.2	155.1
<b>IT Services</b>	355.2	774.3	410.5	980.0	1,754.3	385.7	843.1	470.8	1,070.9	1,914.0	418.3	890.6
<b>Telecom Services</b>	152.3	337.8	203.2	461.7	799.5	169.7	364.9	190.9	436.4	801.3	163.9	357.0
<b>ANS</b>	44.2	103.2	58.5	142.0	245.2	43.5	110.9	64.1	165.1	276.1	55.3	128.2
<b>Social Infrastructure</b>	196.5	441.0	261.7	603.8	1,044.8	213.2	475.8	254.9	601.6	1,077.3	219.2	485.3
<b>Others</b>	107.9	240.0	141.7	273.9	514.0	107.6	230.0	118.8	256.0	485.9	52.9	110.9
<b>Total</b>	659.7	1,455.4	813.9	1,857.6	3,313.0	706.5	1,548.8	844.5	1,928.5	3,477.3	690.3	1,486.7

# Adjusted OP Breakdown

( Billions of Yen )

		FY23/3 Results					FY24/3 Results					FY25/3 Results	
		Q1	1H	Q3	2H	Full Year	Q1	1H	Q3	2H	Full Year	Q1	1H
Domestic	<b>Adjusted Operating Profit</b>	-6.4	25.7	26.0	97.2	122.9	10.9	42.6	37.9	122.6	165.1	10.2	48.4
	% of revenue	-2.2%	4.0%	7.7%	11.7%	8.4%	3.4%	6.0%	9.7%	13.5%	10.2%	3.0%	6.6%
International (DGDF)	<b>Adjusted Operating Profit</b>	0.8	3.8	3.0	14.6	18.4	1.0	4.6	3.7	14.3	19.0	4.3	8.0
	% of revenue	1.1%	2.7%	4.1%	9.7%	6.4%	1.5%	3.4%	4.7%	8.7%	6.3%	5.5%	5.2%
IT Services	<b>Adjusted Operating Profit</b>	-5.6	29.5	29.0	111.8	141.3	11.9	47.2	41.6	136.9	184.1	14.5	56.4
	% of revenue	-1.6%	3.8%	7.1%	11.4%	8.1%	3.1%	5.6%	8.8%	12.8%	9.6%	3.5%	6.3%
Telecom Services	<b>Adjusted Operating Profit</b>	-7.2	-10.0	5.2	34.9	24.9	-6.6	-0.1	4.4	27.4	27.3	0.3	9.5
	% of revenue	-4.7%	-3.0%	2.5%	7.6%	3.1%	-3.9%	-0.0%	2.3%	6.3%	3.4%	0.2%	2.6%
ANS	<b>Adjusted Operating Profit</b>	-1.0	5.4	3.3	15.3	20.7	-0.6	6.6	6.0	21.3	27.9	2.9	8.3
	% of revenue	-2.3%	5.3%	5.6%	10.8%	8.5%	-1.3%	5.9%	9.3%	12.9%	10.1%	5.2%	6.4%
Social Infrastructure	<b>Adjusted Operating Profit</b>	-8.2	-4.6	8.5	50.3	45.7	-7.2	6.4	10.3	48.7	55.1	3.2	17.7
	% of revenue	-4.2%	-1.0%	3.2%	8.3%	4.4%	-3.4%	1.4%	4.1%	8.1%	5.1%	1.5%	3.7%
Others	<b>Adjusted Operating Profit</b>	-1.1	3.4	17.9	22.9	26.3	-2.0	1.2	4.5	3.9	5.0	-3.7	-6.7
	% of revenue	-1.0%	1.4%	12.7%	8.4%	5.1%	-1.8%	0.5%	3.8%	1.5%	1.0%	-7.0%	-6.0%
Adjustments	<b>Adjusted Operating Profit</b>	8.0	2.9	-3.2	-10.7	-7.8	-2.3	-9.0	-5.3	-11.7	-20.7	-1.4	-6.4
	% of revenue	-1.1%	2.1%	6.4%	9.4%	6.2%	0.1%	3.0%	6.1%	9.2%	6.4%	1.8%	4.1%
Total	<b>Adjusted Operating Profit</b>	-7.0	31.2	52.2	174.3	205.5	0.5	45.8	51.2	177.7	223.6	12.7	61.0
	% of revenue	-1.1%	2.1%	6.4%	9.4%	6.2%	0.1%	3.0%	6.1%	9.2%	6.4%	1.8%	4.1%

# 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;
- impact from the outbreak of infections;
- 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, 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 the Company possesses as of the date hereof. New risks and uncertainties come up from time to time, and it is impossible for the Company to predict these events or how they may affect the NEC Group. The Company 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 31,2023, 2024, and 2025 were referred as FY23/3, FY24/3, and FY25/3, respectively. Any other fiscal years would be referred similarly.