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Financial Results for Q3 Fiscal Year Ending March 31, 2025

January 30, 2025

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 Q3, FY25/3

Key Takeaways

Revenue and Non-GAAP OP significantly increased YoY for the first nine months of FY25/3, mainly in domestic IT Services and ANS*, and progress was beyond expectations towards achieving FY25/3 forecasts

Revenue **2,321.8bil.**

<YoY**> **+4.5%**

Non-GAAP OP **162.3bil.**

<YoY**> **+75.9bil.**

**Changes made to FY25/3 forecasts
based on the nine month results**

Non-GAAP OP 255.0bil → 280.0bil

* Aerospace and National Security

**Excluding Impact of Japan Aviation Electronics Industry, Ltd. deconsolidation

Summary of Financial Results for nine months, FY25/3

(Billions of Yen)	1H			Q3			9 months		
	FY24/3 Results	FY25/3 Results	YoY	FY24/3 Results	FY25/3 Results	YoY	FY24/3 Results	FY25/3 Results	YoY
Revenue	1,548.8	1,486.7	-4.0%	844.5	835.1	-1.1%	2,393.3	2,321.8	-3.0%
Adjusted Operating Profit	45.8	61.0	+15.2	51.2	89.2	+38.0	97.0	150.2	+53.2
% of Revenue	3.0%	4.1%	+1.1%	6.1%	10.7%	+4.6%	4.1%	6.5%	+2.4%
Non-GAAP Operating Profit	46.1	64.8	+18.7	53.3	97.5	+44.2	99.4	162.3	+62.9
% of Revenue	3.0%	4.4%	+1.4%	6.3%	11.7%	+5.4%	4.2%	7.0%	+2.8%
Non-GAAP Net Profit	25.6	37.4	+11.9	29.1	70.9	+41.8	54.7	108.4	+53.7
% of Revenue	1.7%	2.5%	+0.9%	3.4%	8.5%	+5.0%	2.3%	4.7%	+2.4%
Non-GAAP EPS (yen)	96	141	+45	109	266	+157	205	407	+201
EBITDA**	121.1	125.5	+4.4	93.6	128.9	+35.3	214.7	254.5	+39.7
% of Revenue	7.8%	8.4%	+0.6%	11.1%	15.4%	+4.4%	9.0%	11.0%	+2.0%
Note :	USD/JPY	138.69	153.66	149.10	149.03	142.16	152.11		
Average Exchange Rates (¹ EUR/JPY	150.97	166.52	159.30	161.99	153.75	165.01			
Dividend per Share (Yen)	60	70	+10						

* Non-GAAP adjustment items are shown on pages 25 and 26

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

Financial Results for nine months, FY25/3 (By Segment)

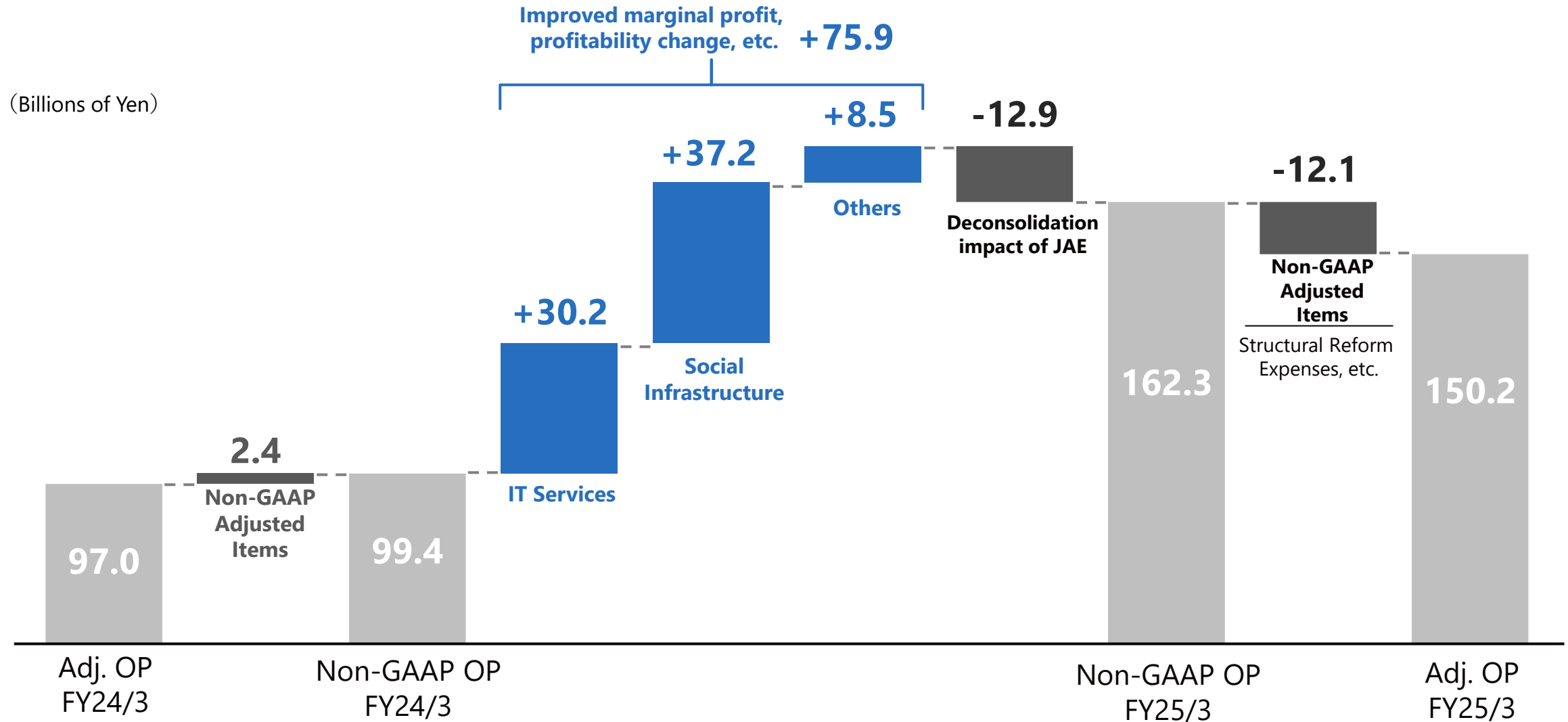
Adj. OP significantly increased in both IT Services and Social Infrastructure

(Billions of Yen)

		1H			Q3			9 months		
		FY24/3 Results	FY25/3 Results	YoY	FY24/3 Results	FY25/3 Results	YoY	FY24/3 Results	FY25/3 Results	YoY
IT Services	Revenue	843.1	890.6	+5.6%	470.8	484.0	+2.8%	1,313.8	1,374.6	+4.6%
	Adjusted Operating Profit	47.2	56.4	+9.2	41.6	54.1	+12.5	88.8	110.5	+21.7
	% of revenue	5.6%	6.3%	+0.7%	8.8%	11.2%	+2.3%	6.8%	8.0%	+1.3%
Social Infrastructure	Revenue	475.8	485.3	+2.0%	254.9	287.6	+12.8%	730.7	772.9	+5.8%
	Adjusted Operating Profit	6.4	17.7	+11.3	10.3	35.6	+25.2	16.8	53.3	+36.5
	% of revenue	1.4%	3.7%	+2.3%	4.1%	12.4%	+8.3%	2.3%	6.9%	+4.6%
Others	Revenue	230.0	110.9	-51.8%	118.8	63.5	-46.5%	348.7	174.3	-50.0%
	Adjusted Operating Profit	1.2	-6.7	- 7.9	4.5	-0.0	- 4.6	5.7	-6.7	- 12.5
	% of revenue	0.5%	-6.0%	-6.6%	3.8%	-0.1%	-3.9%	1.6%	-3.9%	-5.5%
Adjustments	Adjusted Operating Profit	-9.0	-6.4	+2.6	-5.3	-0.4	+4.8	-14.3	-6.8	+7.4
Total	Revenue	1,548.8	1,486.7	-4.0%	844.5	835.1	-1.1%	2,393.3	2,321.8	-3.0%
	Adjusted Operating Profit	45.8	61.0	+15.2	51.2	89.2	+38.0	97.0	150.2	+53.2
	% of revenue	3.0%	4.1%	+1.1%	6.1%	10.7%	+4.6%	4.1%	6.5%	+2.4%

* Breakdown of each segment is shown on pages 23 and 24

YoY Change in Adjusted/Non-GAAP Operating Profit

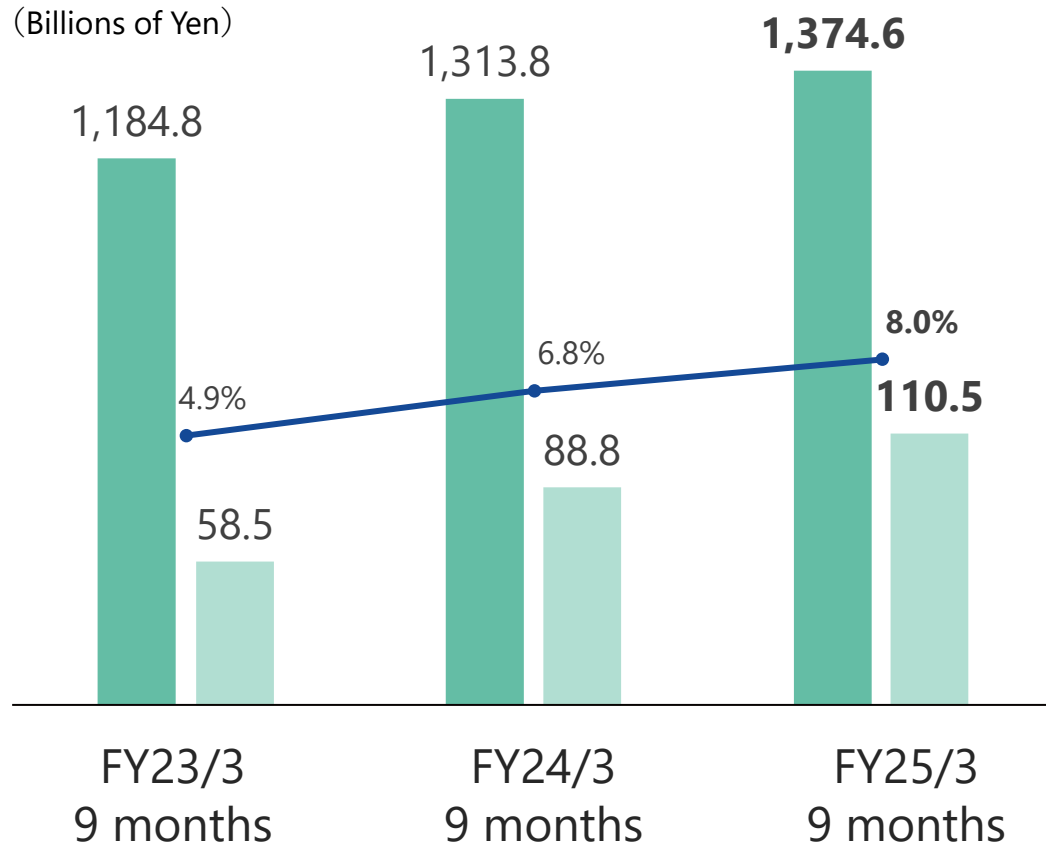


* Non-GAAP adjustment items are shown on pages 25 and 26

IT Services

Revenue and Adjusted Operating Profit

■ Revenue ■ Adj. OP ● Adj. OP Margin



-Revenue increased for both domestic IT and international business (DGDF)* (+7% in domestic IT excluding NEC Facilities Ltd.)

-Adj. OP increased due to improved profitability both for domestic IT and international business (DGDF), as well as increased revenue

<Ref.>

(Billions of Yen)

		FY24/3 Results	9 months FY25/3 Results	YoY
Domestic IT	Revenue	1,098.0	1,141.4	+4.0%
	Adj. OP	80.5	98.0	+17.5
	% of Revenue	7.3%	8.6%	+1.3%
International (DGDF)*	Revenue	215.8	233.1	+8.0%
	Adj. OP	8.3	12.5	+4.2
	% of Revenue	3.9%	5.4%	+1.5%

* Digital Government / Digital Finance

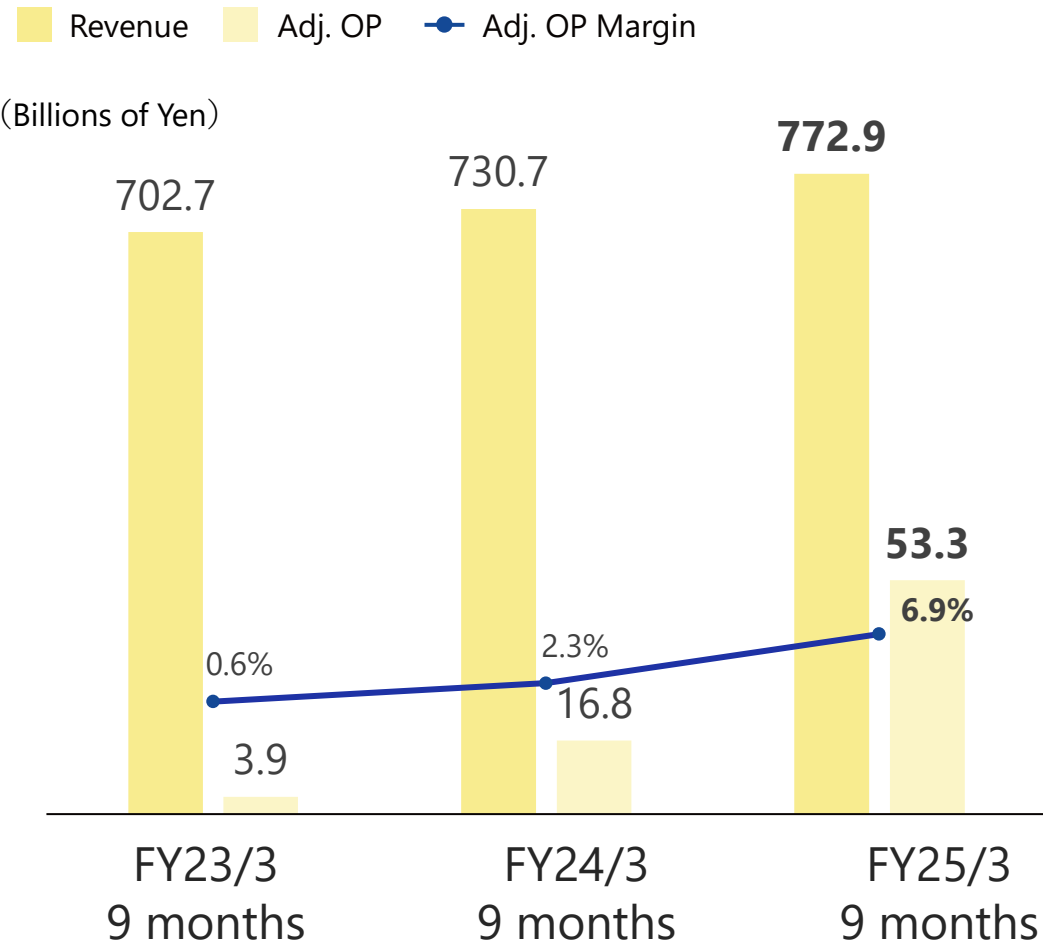
Domestic IT Services Booking Status (YoY)

Robust demand continued mainly in Public

<u>Excluding NEC Facilities Ltd.</u>	Q1 FY24/3	Q2 FY24/3	Q3 FY24/3	Q4 FY24/3	Q1 FY25/3	Q2 FY25/3	Q3 FY25/3	Notes
Domestic IT Services	+3%	-4%	+5%	-1%	+15%	+18%	+9%	
Public	+3%	-12%	-3%	+9%	+32%	+38%	+36%	Significant increase due to projects for municipal governments' platform standardization
Enterprise	+16%	+12%	+8%	-11%	+2%	+2%	-11%	Robust demand in all business domains
Finance	+37%	+41%	+11%	-15%	-7%	-11%	-23%	Maintained the same level of strength despite reversal effect from project gains in Q3 FY24/3
Manufacturing	-1%	-3%	-2%	-4%	+13%	+11%	+13%	Number of digital transformation (DX) projects increased and selected orders based on profitability
Retail / Services	+9%	±0%	+10%	-5%	+10%	+14%	-10%	Steady demand continued despite reversal effect from the project gains in Q3 FY24/3
Others	-12%	-12%	+8%	+6%	+13%	+20%	+16%	Increased by 10% for ABeam Consulting

Social Infrastructure

Revenue and Adjusted Operating Profit



-Adj. OP improved YoY due to cost reductions, including development expenses despite one-off gains/losses in Telecom Services

-Revenue and adj. OP significantly increased in ANS* led by steady project deliveries

<Ref.>

(Billions of Yen)

		FY24/3 Results	9 months FY25/3 Results	YoY
Telecom Services	Revenue	555.7	534.4	-3.8%
	Adj. OP	4.2	29.3	+25.0
	% of Revenue	0.8%	5.5%	+4.7%
ANS*	Revenue	175.0	238.5	+36.3%
	Adj. OP	12.5	24.0	+11.5
	% of Revenue	7.2%	10.1%	+2.9%

* Aerospace and National Security

Supplemental Information on Telecom Services

YoY Change Factors of Adj. OP

(Billions of Yen)

		1H	Q3	9 months	
FY24/3 Results		-0.1	4.4	4.2	
Marginal Profit, Profitability Change, etc.		+5.6	+3.4	+9.0	Improved mainly in IT business
Cost Reductions, Including Development Expenses		+8.0	+5.0	+13.0	Cost reduction steadily progressed mainly in 5G business
One-off Gains/ Losses	Deconsolidation of Mobile Backhaul	+1.0	+4.0	+5.0	
	IP Related Gains	-	+21.0	+21.0	IP profit gain from new contracts
	Quality Issue Resolution for Submarine Systems	- 5.0	- 15.0	- 20.0	Recorded expenses to enhance future business structure
	Resource Optimization (Abroad)	-	- 3.0	- 3.0	
Total		+9.6	+15.4	+25.0	
FY25/3 Results		9.5	19.8	29.3	

II. Financial Forecasts for FY25/3

FY25/3 Financial Forecasts

(Billion of Yen)	FY23/3 Results	FY24/3 Results	FY25 Forecasts Before changes	Changes	FY25 Forecasts After changes
Revenue	3,313.0	3,477.3	3,370.0	+40.0	3,410.0
Adjusted Operating Profit	205.5	223.6	255.0	+5.0	260.0
% of Revenue	6.2%	6.4%	7.6%		7.6%
Non-GAAP Operating Profit	197.0	227.6	255.0	+25.0	280.0
% of Revenue	5.9%	6.5%	7.6%		8.2%
Non-GAAP Net Profit	132.8	177.8	165.0	+17.0	182.0
% of Revenue	4.0%	5.1%	4.9%		5.3%
EBITDA *	347.8	379.5	380.0	+25.0	405.0
% of Revenue	10.5%	10.9%	11.3%		11.9%
ROIC **	4.7%	5.0%	5.9%	±0.0%	5.9%
Free Cash Flow	102.5	195.2	160.0	±0.0	160.0
Dividend per Share (Yen)	110	120	140	±0.0	140

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

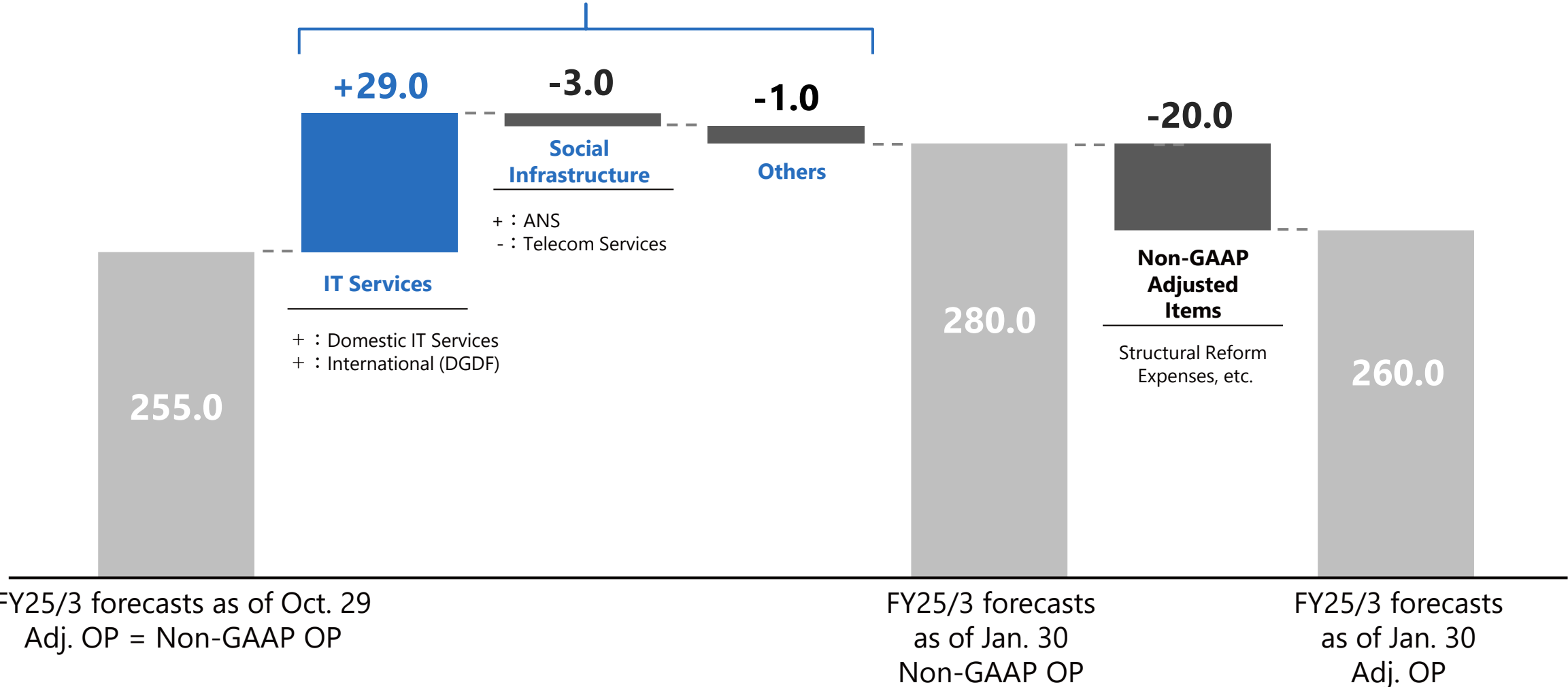
*EBITDA = Gross Profit – SG&A + Depreciation and amortization

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

YoY Change in Adjusted/Non-GAAP Operating Profit compared to forecasts as of Oct. 29

(Billion of Yen)

Improved marginal profit, profitability change, etc. **+25.0**



Financial Forecast (By Segment)

(Billions of Yen)

		FY23/3 Results	FY24/3 Results	FY25 Forecasts Before changes	Changes	FY25 Forecasts After changes
IT Services	Revenue	1,754.3	1,914.0	1,950.0	+80.0	2,030.0
	Adjusted Operating Profit	141.3	184.1	192.0	+20.0	212.0
	% of revenue	8.1%	9.6%	9.8%		10.4%
Social Infrastructure	Revenue	1,044.8	1,077.3	1,170.0	-40.0	1,130.0
	Adjusted Operating Profit	45.7	55.1	101.0	-6.0	95.0
	% of revenue	4.4%	5.1%	8.6%		8.4%
Others	Revenue	514.0	485.9	250.0	±0.0	250.0
	Adjusted Operating Profit	26.3	5.0	-13.0	±0.0	-13.0
	% of revenue	5.1%	1.0%	-5.2%		-5.2%
Adjustments	Adjusted Operating Profit	-7.8	-20.7	-25.0	-9.0	-34.0
Total	Revenue	3,313.0	3,477.3	3,370.0	+40.0	3,410.0
	Adjusted Operating Profit	205.5	223.6	255.0	+5.0	260.0
	% of revenue	6.2%	6.4%	7.6%		7.6%

IT Services

(Billions of Yen)

		FY23/3 Results	FY24/3 Results	FY25 Forecasts Before changes	Changes	FY25 Forecasts After changes
IT Services	Revenue	1,464.2	1,612.5	1,650.0	+60.0	1,710.0
	Adjusted Operating Profit	122.9	165.1	168.0	+20.0	188.0
	% of revenue	8.4%	10.2%	10.2%		11.0%
International (DGDF)	Revenue	290.1	301.5	300.0	+20.0	320.0
	Adjusted Operating Profit	18.4	19.0	24.0	±0.0	24.0
	% of revenue	6.4%	6.3%	8.0%		7.5%
IT Services	Revenue	1,754.3	1,914.0	1,950.0	+80.0	2,030.0
	Adjusted Operating Profit	141.3	184.1	192.0	+20.0	212.0
	% of revenue	8.1%	9.6%	9.8%		10.4%

Social Infrastructure

(Billions of Yen)

		FY23/3 Results	FY24/3 Results	FY25 Forecasts Before changes	Changes	FY25 Forecasts After changes
Telecom Services	Revenue	799.5	801.3	830.0	-70.0	760.0
	Adjusted Operating Profit	24.9	27.3	74.0	-16.0	58.0
	% of revenue	3.1%	3.4%	8.9%		7.6%
ANS	Revenue	245.2	276.1	340.0	+30.0	370.0
	Adjusted Operating Profit	20.7	27.9	27.0	+10.0	37.0
	% of revenue	8.5%	10.1%	7.9%		10.0%
Social Infrastructure	Revenue	1,044.8	1,077.3	1,170.0	-40.0	1,130.0
	Adjusted Operating Profit	45.7	55.1	101.0	-6.0	95.0
	% of revenue	4.4%	5.1%	8.6%		8.4%

III. Topics

Share split

NEC will conduct a share split at a ratio of five (5) shares for one (1) share of its common share and reduce the investment unit. The purpose is to further expand its investor base.

Number of shares to be increased by share split

Total number of shares issued before the share split	272,849,863 shares
Number of shares to be increased by this share split	1,091,399,452 shares
Total number of shares issued after the share split	1,364,249,315 shares
Total number of shares authorized to be issued after the share split	3,750,000,000 shares

Schedule of share split

Date of public notice of the record date	March 14, 2025 (Fri.) (scheduled)
Record date	March 31, 2025 (Mon.)
Effective date	April 1, 2025 (Tue.)

BluStellar

Increased cumulative sales for Q3 by 26% YoY and expect to surpass the annual plan

Capturing the demand for standardization among local governments, strong orders for government cloud operation support services

Expanded orders for security operations and dashboards starting from consulting and data-driven management scenarios, modeled on in-house use cases

Launched AI agent for automating advanced professional tasks in November 2024. Preparing for demonstration with customers from multiple industries

\Orchestrating a brighter world

NEC

IV. Financial Results (Appendix)

Breakdown of IT Services

(Billions of Yen)

		1H			Q3			9 months		
		FY24/3 Results	FY25/3 Results	YoY	FY24/3 Results	FY25/3 Results	YoY	FY24/3 Results	FY25/3 Results	YoY
Domestic	Revenue	705.4	735.5	+4.3%	392.6	406.0	+3.4%	1,098.0	1,141.4	+4.0%
	Adj. OP	42.6	48.4	+5.9	37.9	49.6	+11.7	80.5	98.0	+17.5
	% of Revenue	6.0%	6.6%	+0.6%	9.7%	12.2%	+2.6%	7.3%	8.6%	+1.3%
International (DGDF)	Revenue	137.6	155.1	+12.7%	78.2	78.0	-0.2%	215.8	233.1	+8.0%
	Adj. OP	4.6	8.0	+3.4	3.7	4.5	+0.9	8.3	12.5	+4.2
	% of Revenue	3.4%	5.2%	+1.8%	4.7%	5.8%	+1.1%	3.9%	5.4%	+1.5%
IT Services	Revenue	843.1	890.6	+5.6%	470.8	484.0	+2.8%	1,313.8	1,374.6	+4.6%
	Adj. OP	47.2	56.4	+9.2	41.6	54.1	+12.5	88.8	110.5	+21.7
	% of Revenue	5.6%	6.3%	+0.7%	8.8%	11.2%	+2.3%	6.8%	8.0%	+1.3%

Breakdown of Social Infrastructure

(Billions of Yen)		1H			Q3			9 months		
		FY24/3 Results	FY25/3 Results	YoY	FY24/3 Results	FY25/3 Results	YoY	FY24/3 Results	FY25/3 Results	YoY
Telecom Services	Revenue	364.9	357.0	-2.1%	190.9	177.3	-7.1%	555.7	534.4	-3.8%
	Adj. OP	-0.1	9.5	+9.6	4.4	19.8	+15.4	4.2	29.3	+25.0
	% of Revenue	-0.0%	2.6%	+2.7%	2.3%	11.2%	+8.9%	0.8%	5.5%	+4.7%
ANS	Revenue	110.9	128.2	+15.6%	64.1	110.3	+72.2%	175.0	238.5	+36.3%
	Adj. OP	6.6	8.3	+1.7	6.0	15.8	+9.8	12.5	24.0	+11.5
	% of Revenue	5.9%	6.4%	+0.5%	9.3%	14.3%	+5.0%	7.2%	10.1%	+2.9%
Social Infrastructure	Revenue	475.8	485.3	+2.0%	254.9	287.6	+12.8%	730.7	772.9	+5.8%
	Adj. OP	6.4	17.7	+11.3	10.3	35.6	+25.2	16.8	53.3	+36.5
	% of Revenue	1.4%	3.7%	+2.3%	4.1%	12.4%	+8.3%	2.3%	6.9%	+4.6%

Non-GAAP Operating Profit Adjustment Items

(Billions of Yen)

		1H			Q3			9 months		
		FY24/3 Results	FY25/3 Results	YoY	FY24/3 Results	FY25/3 Results	YoY	FY24/3 Results	FY25/3 Results	YoY
Adjusted Operating Profit		28.0	44.7	+16.7	41.8	81.5	+39.7	69.8	126.2	+56.4
Adjusted Items	M&A Related Amortization of Intangible Assets	17.5	16.3	- 1.2	9.3	7.7	- 1.6	26.9	24.1	- 2.8
	M&A Related Expenses	0.3	0.0	- 0.3	0.1	0.0	- 0.1	0.3	0.0	- 0.3
Adjusted Operating Profit		45.8	61.0	+15.2	51.2	89.2	+38.0	97.0	150.2	+53.2
Adjusted Items	Structural Reform Expenses and Impairment Losses	0.5	3.4	+2.8	2.8	4.7	+1.9	3.4	8.1	+4.7
	Stock Compensation	0.3	0.5	+0.2	0.1	0.2	+0.2	0.3	0.7	+0.3
	Other One-time Profits/Losses (Gain/Loss on sale of land, businesses, etc.)	-0.5	0.0	+0.5	-0.8	3.3	+4.1	-1.4	3.3	+4.7
Non-GAAP Operating Profit		46.1	64.8	+18.7	53.3	97.5	+44.2	99.4	162.3	+62.9

Non-GAAP Net Profit Adjustment Items

(Billions of Yen)

		1H			Q3			9 months		
		FY24/3 Results	FY25/3 Results	YoY	FY24/3 Results	FY25/3 Results	YoY	FY24/3 Results	FY25/3 Results	YoY
Net Profit		12.9	13.5	+0.5	21.1	58.1	+37.0	34.0	71.6	+37.5
Adjusted Items	M&A related Amortization of Intangible Assets and M&A related Expenses	12.4	11.8	- 0.7	6.5	5.6	- 0.9	19.0	17.4	- 1.6
	Structural Reform Expenses and Impairment Losses	0.4	1.8	+1.4	2.1	3.6	+1.5	2.5	5.4	+2.9
	Stock Compensation	0.2	0.3	+0.1	0.0	0.2	+0.1	0.2	0.5	+0.2
	Other One-time Profits/Losses (Gain/Loss on sale of land, businesses, etc.)	-0.4	10.1	+10.5	-0.7	3.5	+4.3	-1.1	13.6	+14.8
Non-GAAP Net Profit		25.6	37.4	+11.9	29.1	70.9	+41.8	54.7	108.4	+53.7

Financial Position Data

(Billions of Yen)

	Q3		
	As of March 31, 2024	As of Dec. 31, 2024	Change from March 31, 2024
Total Assets	4,227.5	4,221.0	- 6.5
Total Equity	2,089.5	2,159.2	+69.6
Interest-bearing Debt	548.6	684.8	+136.1
Equity Attributable to Owners of the Parent	1,915.6	1,986.0	+70.4
% of Equity Attributable to Owners of the Parent	45.3%	47.1%	+1.7pt
D/E Ratio (times)	0.29	0.34	-0.05pt
Net D/E Ratio (times)	0.04	0.10	-0.06pt
Cash and Cash Equivalents	476.5	480.9	+4.4

	Q3		
	FY24/3	FY25/3	YoY
Cash flows from operating activities	27.8	51.8	+24.0
Cash flows from investing activities	-46.8	-53.4	- 6.6
Free Cash flows	-19.0	-1.6	+17.4

IV. Financial Results (Appendix)

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	Q3
Public	67.4	156.7	94.2	246.9	403.5	73.3	179.2	101.4	256.5	435.7	75.6	184.5	109.0
Enterprise	137.3	283.2	140.2	320.0	603.2	157.1	327.1	177.5	376.8	704.0	164.1	331.9	169.3
Cross-Industry	20.2	49.7	27.7	78.8	128.5	20.7	50.2	31.6	91.2	141.3	25.9	59.6	35.6
DPF and others	62.6	146.4	75.9	182.7	329.1	69.1	149.0	82.0	182.6	331.5	74.5	159.5	92.1
Domestic	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	406.0
International (DGDF)	67.8	138.4	72.5	151.6	290.1	65.5	137.6	78.2	163.8	301.5	78.2	155.1	78.0
IT Services	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	484.0
Telecom Services	152.3	337.8	203.2	461.7	799.5	169.7	364.9	190.9	436.4	801.3	163.9	357.0	177.3
ANS	44.2	103.2	58.5	142.0	245.2	43.5	110.9	64.1	165.1	276.1	55.3	128.2	110.3
Social Infrastructure	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	287.6
Others	107.9	240.0	141.7	273.9	514.0	107.6	230.0	118.8	256.0	485.9	52.9	110.9	63.5
Total	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	835.1

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	3Q
Domestic	Adjusted Operating Profit	-6.4	25.7	26.0	97.2	122.9	10.9	42.6	37.9	122.6	165.1	10.2	48.4	49.6
	% 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%	12.2%
International (DGDF)	Adjusted Operating Profit	0.8	3.8	3.0	14.6	18.4	1.0	4.6	3.7	14.3	19.0	4.3	8.0	4.5
	% 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%	5.8%
IT Services	Adjusted Operating Profit	-5.6	29.5	29.0	111.8	141.3	11.9	47.2	41.6	136.9	184.1	14.5	56.4	54.1
	% 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%	11.2%
Telecom Services	Adjusted Operating Profit	-7.2	-10.0	5.2	34.9	24.9	-6.6	-0.1	4.4	27.4	27.3	0.3	9.5	19.8
	% 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%	11.2%
ANS	Adjusted Operating Profit	-1.0	5.4	3.3	15.3	20.7	-0.6	6.6	6.0	21.3	27.9	2.9	8.3	15.8
	% 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%	14.3%
Social Infrastructure	Adjusted Operating Profit	-8.2	-4.6	8.5	50.3	45.7	-7.2	6.4	10.3	48.7	55.1	3.2	17.7	35.6
	% 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%	12.4%
Others	Adjusted Operating Profit	-1.1	3.4	17.9	22.9	26.3	-2.0	1.2	4.5	3.9	5.0	-3.7	-6.7	-0.0
	% 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%	-0.1%
Adjustments	Adjusted Operating Profit	8.0	2.9	-3.2	-10.7	-7.8	-2.3	-9.0	-5.3	-11.7	-20.7	-1.4	-6.4	-0.4
	% 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%	10.7%
Total	Adjusted Operating Profit	-7.0	31.2	52.2	174.3	205.5	0.5	45.8	51.2	177.7	223.6	12.7	61.0	89.2
	% 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%	10.7%

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.