

PERFORMANCE HIGHLIGHTS

NEC Corporation and Consolidated Subsidiaries
For the years ended March 31, 2009, 2010, 2011, 2012 and 2013

Financial indicators	Millions of yen			
	2009	2010	2011	2012
For the year:				
Net sales	¥4,215,603	¥3,583,148	¥3,115,424	¥3,036,836
Overseas sales	934,469	712,886	479,349	481,492
Percentage of overseas sales to consolidated net sales (%)	22.2	19.9	15.4	15.9
Operating income (loss)	(6,201)	50,905	57,820	73,742
Ordinary income (loss)	(93,171)	49,429	41	42,050
Net income (loss)	(296,646)	11,428	(12,518)	(110,267)
Cash flows from operating activities	27,359	134,816	33,660	83,857
Cash flows from investing activities	(173,167)	(41,241)	(146,244)	(49,706)
Free cash flows	(145,808)	93,575	(112,584)	34,151
R&D expenses	346,529	275,970	176,514	161,968
Capital expenditures (property, plant and equipment)	103,142	83,098	52,850	41,980
Depreciation (property, plant and equipment)	133,624	111,167	62,097	53,306
Per share data (in yen and U.S. dollars):				
Net income (loss)	(146.64)	5.04	(4.82)	(42.44)
Diluted net income	—	4.91	—	—
Cash dividends	0.00	4.00	0.00	0.00
At year-end:				
Total assets	3,075,378	2,937,644	2,628,931	2,557,570
Owner's equity	641,654	790,904	757,054	656,956
Return on equity (%)	—	1.6	—	—
Owner's equity ratio (%)	20.9	26.9	28.8	25.7
Interest-bearing debt	925,163	729,548	675,798	692,734
Debt-equity ratio (times)	1.44	0.92	0.89	1.05
Number of consolidated subsidiaries	328	310	283	265
Non-financial indicators				
Number of employees	143,327	142,358	115,840	109,102
Ratio of outside directors to all directors (%)	33.3	33.3	33.3	38.5
Response rate of employees' survey (%)	76	79	82	82
CO ₂ emissions reduction by providing IT solutions (thousand tons)	1,890	1,900	2,120	2,310
Improvement in energy efficiency of products (%)	45	44	53	66
Greenhouse gas emissions (thousand tons)	1,694	1,148	527	492
Greenhouse gas emissions by GHG Protocol scopes (thousand tons)				
Scope 1	—	—	—	—
Scope 2	—	—	—	—
Scope 3	—	—	—	—

Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of ¥94 = U.S.\$1.

2. Net income (loss) per share is calculated based on the weighted-average number of shares outstanding during each period.

3. Owner's equity is the sum of total shareholders' equity and total accumulated other comprehensive income.

4. The debt-equity ratio is calculated by dividing interest-bearing debt by owner's equity.

5. The ratio of outside directors to all directors applies to NEC Corporation.

6. The response rate of employees' survey applies to NEC Corporation and its domestic consolidated subsidiaries.

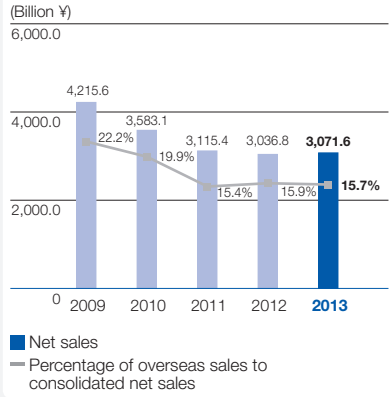
7. Improvement in energy efficiency of products is based on a comparison with the year ended March 31, 2006.

8. Until the year ended March 31, 2012, greenhouse gas emissions represented the sum of greenhouse gas emissions under GHG Protocol Scopes 1 and 2.

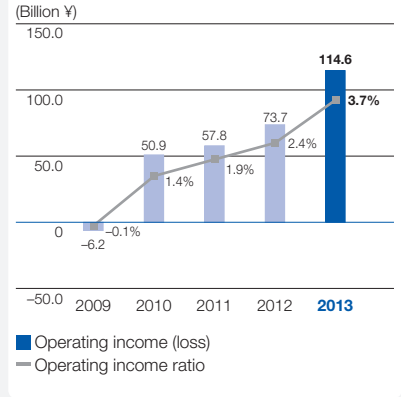
In the year ended March 31, 2013, greenhouse gas emissions for GHG Protocol Scopes 1, 2 and 3 are shown separately (See note on page 59).

	Millions of U.S. dollars	Percent change 2013/2012
2013	2013	
¥3,071,609	\$32,677	1.1%
483,118	5,140	0.3
15.7		
114,647	1,220	55.5
92,024	979	118.8
30,434	324	-
143,748	1,529	71.4
(101,742)	(1,082)	-
42,006	447	23.0
151,676	1,614	-6.4
45,614	485	8.7
51,167	544	-4.0
11.71	0.12	-
-	-	-
4.00	0.04	-
2,580,966	27,457	0.9
710,666	7,560	8.2
4.5		
27.5		
603,451	6,420	-12.9
0.85		
270		
2013		Percent change 2013/2012
102,375		
45.5		
84		
2,980		29.0
64		
-		
76		
389		
7,670		

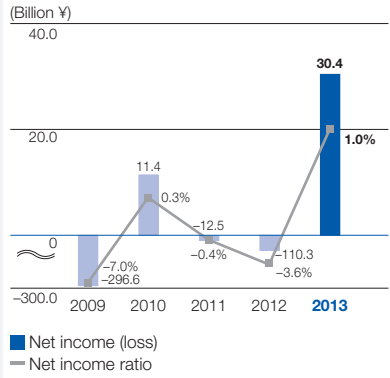
NET SALES, PERCENTAGE OF OVERSEAS SALES TO CONSOLIDATED NET SALES



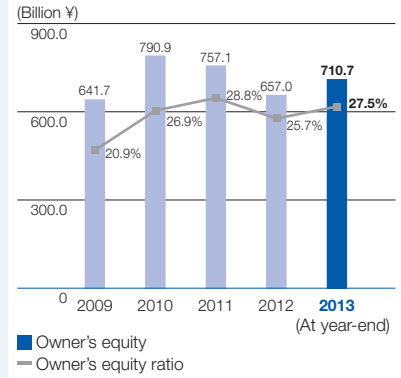
OPERATING INCOME (LOSS), OPERATING INCOME RATIO



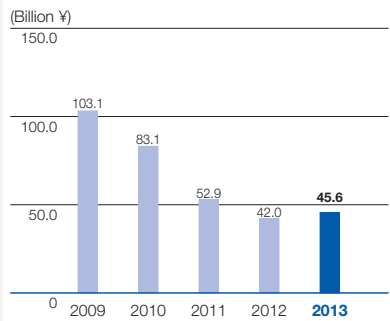
NET INCOME (LOSS), NET INCOME RATIO



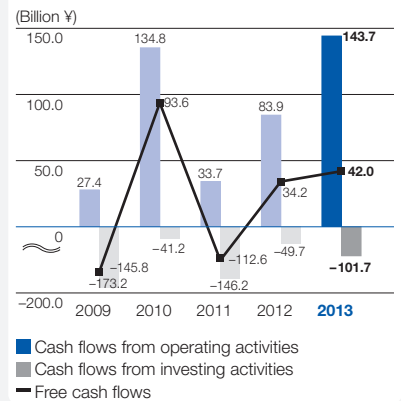
OWNER'S EQUITY, OWNER'S EQUITY RATIO



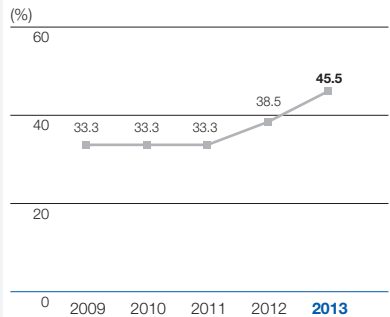
CAPITAL EXPENDITURES



CASH FLOWS



RATIO OF OUTSIDE DIRECTORS TO ALL DIRECTORS



CO₂ EMISSIONS REDUCTION BY PROVIDING IT SOLUTIONS

