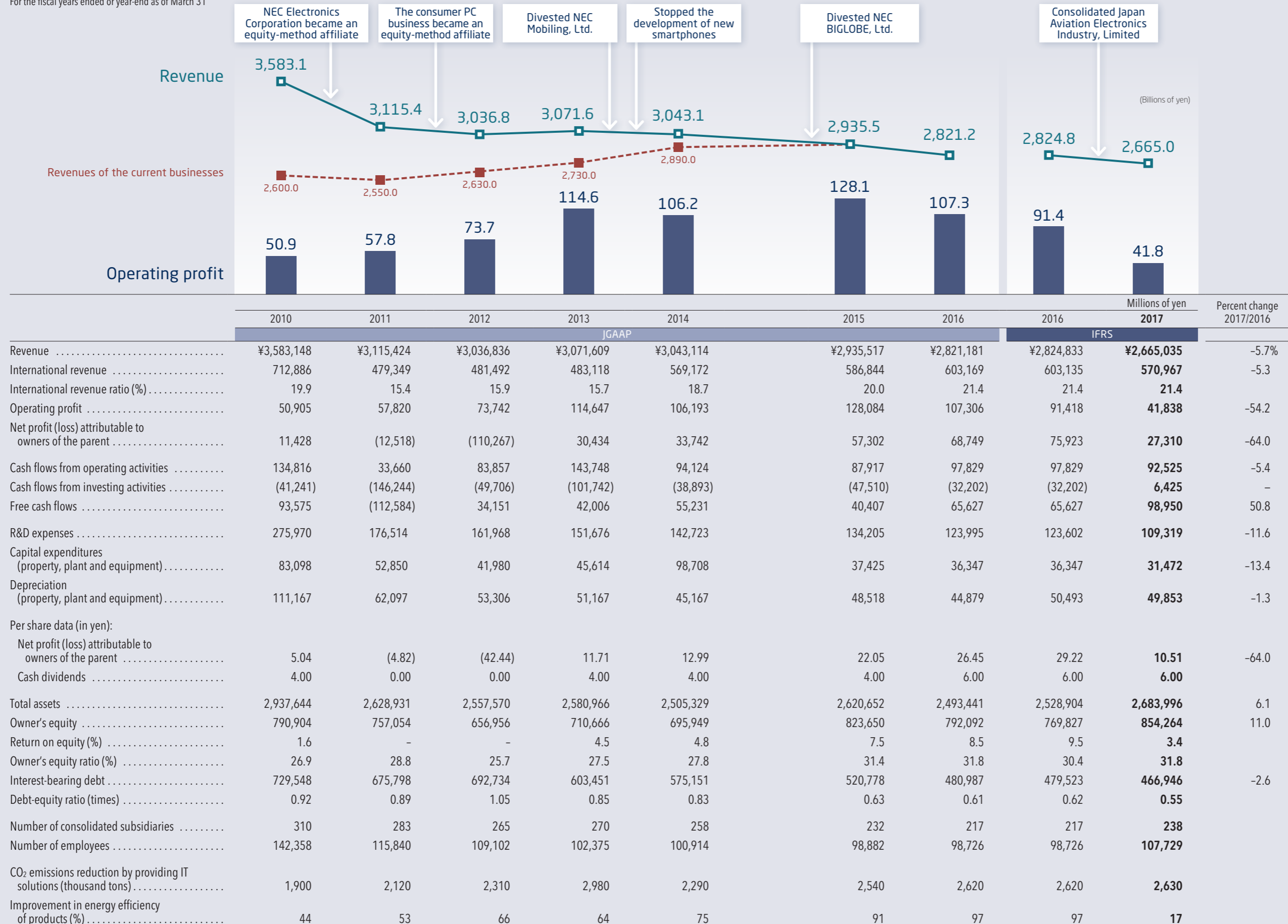


Performance Highlights

NEC Corporation and Consolidated Subsidiaries
For the fiscal years ended or year-end as of March 31



Key Management Measures

- Measures to optimize business portfolio
- Measures to grow business and strengthen financial foundation

Fiscal year ended March 31, 2011

- Made NEC Electronics Corporation, a semiconductor business currently Renesas Electronics Corporation, into an equity-method affiliate

Fiscal year ended March 31, 2012

- Made the consumer PC business into an equity-method affiliate
- Acquired Global View S.A., a video surveillance services business in Argentina

Fiscal year ended March 31, 2013

- Acquired the business support system business of U.S.-based Convergys Corporation
- Acquired the IT service business of Australia-based CSG Limited

Fiscal year ended March 31, 2014

- Divested all of NEC's stakes in NEC Mobiling, Ltd., currently MX Mobiling Co., Ltd., a mobile phone sales business
- Stopped the development of new smartphones

Fiscal year ended March 31, 2015

- Divested all of NEC's stakes in NEC BIGLOBE, Ltd., currently BIGLOBE Inc., an internet service provider in March, 2014
- Made NEC Fielding, Ltd., providing operation and maintenance service for IT systems, into a wholly owned subsidiary
- Established NEC Solution Innovators, Ltd. in a reorganization of seven software development subsidiaries
- Established NEC Platforms, Ltd. in a reorganization of four hardware development and manufacturing subsidiaries
- Established NEC Management Partner, Ltd. in a reorganization of four back office operation subsidiaries
- Completed acquisition of an energy storage system business for electric power companies and established NEC Energy Solutions, Inc. in North America

Fiscal year ended March 31, 2016

- Transferred administrative staff functions and shared IT assets from NEC to NEC Management Partner, Ltd. (Business Process Optimization Project)

Fiscal year ended March 31, 2017 (fiscal year under review)

- Acquired Brazilian IT security company Arcon Informatica S.A.
- Consolidated Japan Aviation Electronics Industry, Limited

- Notes: 1. Net profit (loss) attributable to owners of the parent per share is calculated based on the weighted-average number of shares outstanding during each period.
2. Owner's equity = equity attributable to owners of the parent
3. The debt-equity ratio is calculated by dividing interest-bearing debt by owner's equity.
4. Improvement in energy efficiency of products is based on a comparison with the fiscal year ended March 31, 2006.