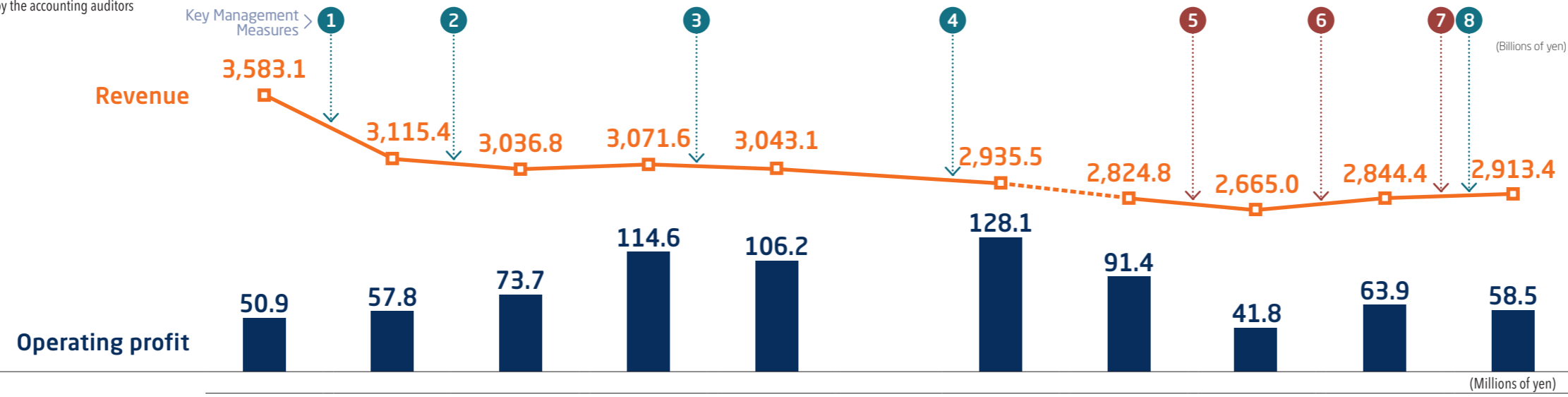


Performance Highlights

NEC Corporation and Consolidated Subsidiaries
For the fiscal years ended or year-end as of March 31
* Figures for adjusted operating profit and adjusted net profit have not been audited by the accounting auditors



	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
	JGAAP					IFRS				
Revenue	¥3,583,148	¥3,115,424	¥3,036,836	¥3,071,609	¥3,043,114	¥2,935,517	¥2,824,833	¥2,665,035	¥2,844,447	¥2,913,446
International revenue	712,886	479,349	481,492	483,118	569,172	586,844	603,135	570,967	740,179	689,101
International revenue ratio (%)	19.9	15.4	15.9	15.7	18.7	20.0	21.4	21.4	26.0	23.7
Operating profit	50,905	57,820	73,742	114,647	106,193	128,084	91,418	41,838	63,850	58,465
Adjusted operating profit	-	-	-	-	-	-	-	-	72,530*	69,927*
Net profit (loss) attributable to owners of the parent	11,428	(12,518)	(110,267)	30,434	33,742	57,302	75,923	27,310	45,870	40,195
Adjusted net profit	-	-	-	-	-	-	-	-	50,395*	47,026*
Cash flows from operating activities	134,816	33,660	83,857	143,748	94,124	87,917	97,829	92,525	129,981	64,235
Cash flows from investing activities	(41,241)	(146,244)	(49,706)	(101,742)	(38,893)	(47,510)	(32,202)	6,425	(14,231)	(76,675)
Free cash flows	93,575	(112,584)	34,151	42,006	55,231	40,407	65,627	98,950	115,750	(12,440)
R&D expenses	275,970	176,514	161,968	151,676	142,723	134,205	123,602	109,319	108,093	108,100
Capital expenditures (property, plant and equipment)	83,098	52,850	41,980	45,614	98,708	37,425	36,347	31,472	45,391	62,688
Depreciation (property, plant and equipment)	111,167	62,097	53,306	51,167	45,167	48,518	50,493	49,853	63,831	64,405
Per share data (in yen):										
Net profit (loss) attributable to owners of the parent	5.04	(4.82)	(42.44)	11.71	12.99	22.05	29.22	10.51	176.54*	154.75*
Cash dividends	4.00	0.00	0.00	4.00	4.00	4.00	6.00	6.00	60.00*	40.00*
Total assets	2,937,644	2,628,931	2,557,570	2,580,966	2,505,329	2,620,652	2,528,904	2,683,996	2,821,351	2,950,639
Owner's equity	790,904	757,054	656,956	710,666	695,949	823,650	769,827	854,264	880,833	859,583
Return on equity (%)	1.6	-	-	4.5	4.8	7.5	9.5	3.4	5.3	4.6
Owner's equity ratio (%)	26.9	28.8	25.7	27.5	27.8	31.4	30.4	31.8	31.2	29.1
Interest-bearing debt	729,548	675,798	692,734	603,451	575,151	520,778	479,523	466,946	520,743	552,519
Debt-equity ratio (times)	0.92	0.89	1.05	0.85	0.83	0.63	0.62	0.55	0.59	0.64
Number of consolidated subsidiaries	310	283	265	270	258	232	217	238	303	327
Number of employees	142,358	115,840	109,102	102,375	100,914	98,882	98,726	107,729	109,390	110,595
CO ₂ emissions reduction by providing IT solutions (thousand tons)	1,900	2,120	2,310	2,980	2,290	2,540	2,620	2,630	4,220	5,300
Improvement in energy efficiency of products (%)	44	53	66	64	75	91	97	17	35	74

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

Fiscal year ended March 31, 2013

- Acquired the business support system business of U.S.-based Convergys Corporation

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

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

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

- Consolidated Japan Aviation Electronics Industry, Limited

Fiscal year ended March 31, 2018

- Acquired U.K. company Northgate Public Services Limited

Fiscal year ended March 31, 2019 (The fiscal year under review)

- Established dotData, Inc. in the U.S.
- Established NEC X, Inc. in the U.S.
- Acquired Danish company KMD Holding ApS
- Sale of shares in electrode business

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.
 * The amounts reflect a share consolidation (with a ratio of 10 shares to 1 share) that took effect on October 1, 2017.