

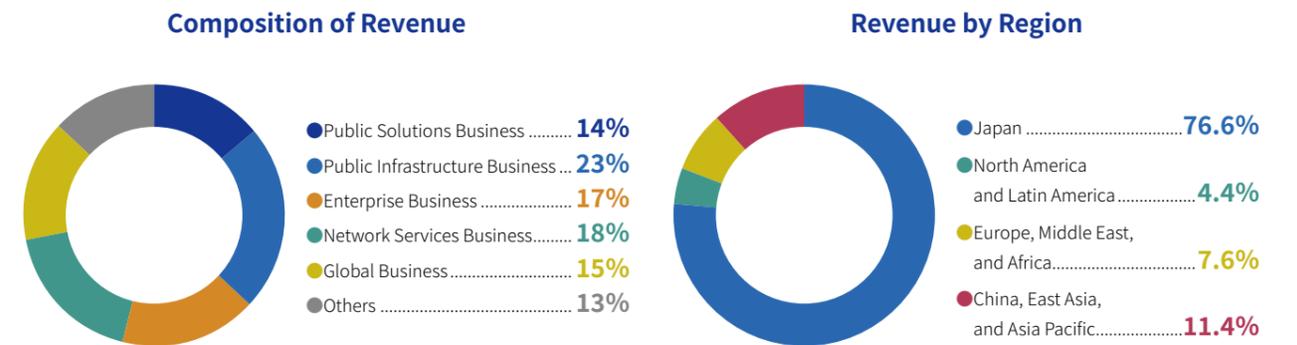
NEC's Business Model

At a Glance

NEC Corporation and Consolidated Subsidiaries

Revenue, adjusted operating profit, adjusted net income, free cash flow, and composition of revenue are financial results for the fiscal year ended March 31, 2021 (IFRS).

Note: Figures for revenue, adjusted operating profit, and composition of revenue for the fiscal year ended March 31, 2021 are restated to conform with the new segments, which have not been audited by the accounting auditors.



Public Solutions Business	Public Infrastructure Business	Enterprise Business	Network Services Business	Global Business	Others
<p>Revenue</p> <h2>425.1 billion yen</h2> <p>Adjusted operating profit</p> <h2>39.4 billion yen</h2>	<p>Revenue</p> <h2>692.9 billion yen</h2> <p>Adjusted operating profit</p> <h2>59.4 billion yen</h2>	<p>Revenue</p> <h2>503.1 billion yen</h2> <p>Adjusted operating profit</p> <h2>48.2 billion yen</h2>	<p>Revenue</p> <h2>538.8 billion yen</h2> <p>Adjusted operating profit</p> <h2>41.2 billion yen</h2>	<p>Revenue</p> <h2>450.0 billion yen</h2> <p>Adjusted operating profit</p> <h2>7.5 billion yen</h2>	<p>Revenue</p> <h2>384.2 billion yen</h2> <p>Adjusted operating profit</p> <h2>7.7 billion yen</h2>
<p>Major Products and Services</p> <ul style="list-style-type: none"> • Systems Integration (Systems Implementation, Consulting) • Maintenance and Support • Outsourcing/Cloud Services • System Equipment 	<p>Major Products and Services</p> <ul style="list-style-type: none"> • Systems Integration (Systems Implementation, Consulting) • Maintenance and Support • Outsourcing/Cloud Services • System Equipment 	<p>Major Products and Services</p> <ul style="list-style-type: none"> • Systems Integration (Systems Implementation, Consulting) • Maintenance and Support • Outsourcing/Cloud Services • System Equipment 	<p>Major Products and Services</p> <ul style="list-style-type: none"> • Network Infrastructure: Core Network, Mobile Phone Base Stations, Optical Transmission Systems, Routers/Switches • Systems Integration: (Systems Implementation, Consulting) • Services & Management: OSS*1/BSS*2, Services/Solutions <p><small>*1 OSS: Operation Support System *2 BSS: Business Support System</small></p>	<p>Major Products and Services</p> <ul style="list-style-type: none"> • Digital Government, Digital Finance • Software Services for Service Providers (OSS/BSS) • Network Infrastructure: Submarine Systems (Submarine Cable Systems, Ocean Observation Systems), Wireless Backhaul 	<p>Major Products and Services</p> <ul style="list-style-type: none"> • Business Consulting • Package Solution Services
<p>Examples of Major Customers and Main Solutions</p> <p>Public: Firefighting Command, Firefighting Emergency Radio Systems, Disaster Prevention, Traffic Control, Railroad Communication, Local Government, Energy Management Systems</p> <p>Healthcare: Electronic Medical Records, Regional Healthcare Information Network</p> <p>Regional Industries: Backbone Service</p>	<p>Examples of Major Customers and Main Solutions</p> <p>Government: Social Security and Tax, Fingerprint Identification, Air Traffic Control, Satellite Communications/Earth Observation, Outdoor Communication, School/Education, Postal Tracking</p> <p>Media: TV Program Production/News Production/Transmission, Digital TV Transmitters</p>	<p>Examples of Major Customers and Main Solutions</p> <p>Manufacturing: Global SCM, Product Life Cycle Management, Production Management, Sales Management</p> <p>Retail and Services: Retail Systems for Stores and Head Offices, Logistics Management</p> <p>Finance: Banking, Business Branch Systems, Insurance and Securities Infrastructure, Insurance and Securities Channel</p>	<p>Major Consolidated Subsidiaries</p> <p>NEC Networks & System Integration Corporation</p>	<p>Major Consolidated Subsidiaries</p> <p>OCC Corporation Netcracker Technology Corporation NEC Software Solutions UK Limited KMD Holding ApS Avaloq Group AG</p>	<p>Major Consolidated Subsidiaries</p> <p>ABeam Consulting Ltd. NEC Platforms, Ltd. NEC Fielding, Ltd. NEC Embedded Products, Ltd.</p>
<p>Major Consolidated Subsidiaries</p> <p>NEC Nexsolutions, Ltd.</p>	<p>Major Consolidated Subsidiaries</p> <p>NEC Network and Sensor Systems, Ltd. NEC Space Technologies, Ltd. Japan Aviation Electronics Industry, Limited</p>	<p>Major Consolidated Subsidiaries</p> <p>NEC Facilities, Ltd.</p>			