

## Corporate Data

## Financial and Non-financial Highlights

	JGAAP				IFRS							(Billions of yen)
	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	
Revenue	¥3,036.8	¥3,071.6	¥3,043.1	¥2,935.5	¥2,824.8	¥2,665.0	¥2,844.4	¥2,913.4	¥3,095.2	¥2,994.0	<b>¥3,014.1</b>	
International revenue	481.5	483.1	569.2	586.8	603.1	571.0	740.2	689.1	752.0	703.2	<b>754.5</b>	
International revenue ratio (%)	15.9	15.7	18.7	20.0	21.4	21.4	26.0	23.7	24.3	23.5	<b>25.0</b>	
Operating profit	73.7	114.6	106.2	128.1	91.4	41.8	63.9	57.8	127.6	153.8	<b>132.5</b>	
Adjusted operating profit	—	—	—	—	—	—	72.5	69.9	145.8	178.2	<b>171.0</b>	
Adjusted operating profit ratio (%)	—	—	—	—	—	—	2.5	2.4	4.7	6.0	<b>5.7</b>	
Net profit (loss) attributable to owners of the parent	(110.3)	30.4	33.7	57.3	75.9	27.3	45.9	39.7	100.0	149.6	<b>141.3</b>	
Adjusted net profit	—	—	—	—	—	—	50.4	47.0	111.2	165.4	<b>167.2</b>	
Cash flows from operating activities	83.9	143.7	94.1	87.9	97.8	92.5	130.0	64.2	261.9	274.9	<b>147.5</b>	
Cash flows from investing activities	(49.7)	(101.7)	(38.9)	(47.5)	(32.2)	6.4	(14.2)	(76.7)	(84.0)	(122.5)	<b>(63.4)</b>	
Free cash flows	34.2	42.0	55.2	40.4	65.6	99.0	115.8	(12.4)	177.8	152.4	<b>84.1</b>	
R&D expenses	162.0	151.7	142.7	134.2	123.6	109.3	108.1	108.1	109.8	114.6	<b>126.3</b>	
Number of patents	Approx. 64,000	Approx. 65,000	Approx. 68,000	Approx. 65,000	Approx. 53,000	Approx. 53,000	Approx. 51,000	Approx. 49,000	Approx. 47,000	Approx. 46,000	<b>Approx. 45,000</b>	
Capital expenditures (property, plant and equipment)	42.0	45.6	98.7	37.4	36.3	31.5	45.4	62.7	67.4	57.6	<b>59.3</b>	
Depreciation (property, plant and equipment)	53.3	51.2	45.2	48.5	50.5	49.9	63.8	64.4	123.4	122.8	<b>124.6</b>	
Per share data (in yen):												
Net profit (loss) attributable to owners of the parent* <sup>1</sup>	(42.44)	11.71	12.99	22.05	29.22	10.51	176.54* <sup>2</sup>	152.75* <sup>2</sup>	385.02* <sup>2</sup>	557.18* <sup>2</sup>	<b>518.54*<sup>2</sup></b>	
Cash dividends	0.00	4.00	4.00	4.00	6.00	6.00	60* <sup>2</sup>	40* <sup>2</sup>	70* <sup>2</sup>	90* <sup>2</sup>	<b>100*<sup>2</sup></b>	
Dividend payout ratio	—	34.2	30.8	18.1	20.5	57.1	34.0	25.8	18.2	16.2	<b>19.3</b>	
Total assets	2,557.6	2,581.0	2,505.3	2,620.7	2,528.9	2,684.0	2,821.4	2,963.2	3,123.3	3,668.6	<b>3,761.7</b>	
Owners' equity* <sup>3</sup>	657.0	710.7	695.9	823.7	769.8	854.3	880.8	858.9	910.7	1,308.2	<b>1,513.5</b>	
Return on equity (%)	(15.6)	4.5	4.8	7.5	9.5	3.4	5.3	4.6	11.3	13.5	<b>10.0</b>	
Owners' equity ratio (%)	25.7	27.5	27.8	31.4	30.4	31.8	31.2	29.0	29.2	35.7	<b>40.2</b>	
Interest-bearing debt	6,927	6,035	5,752	5,208	4,795	4,669	5,207	5,525	6,754	7,029	<b>5,974</b>	
Debt-equity ratio (times)* <sup>4</sup>	1.05	0.85	0.83	0.63	0.62	0.55	0.59	0.64	0.74	0.54	<b>0.39</b>	
Number of employees	109,102	102,375	100,914	98,882	98,726	107,729	109,390	110,595	112,638	114,714	<b>117,418</b>	
Ratio of female to all managers (%)	—	—	—	—	—	—	—	7.8	7.8	9.2	<b>9.6</b>	
Ratio of female to all managers (non-consolidated, %)* <sup>5</sup>	4.9	4.9	5.1	5.2	5.4	5.5	5.8	5.9	6.4	7.2	<b>8.1</b>	
Employee engagement index (%)	—	—	—	—	—	—	—	14	20	25	<b>35</b>	
Improvement in energy efficiency of products (%) (Reduction of total CO <sub>2</sub> emissions when products are used (compared with FY2014))	—	—	—	—	—	17	35	74	71	65	<b>61</b>	
Greenhouse gas emissions (Scope 1 + Scope 2) (thousand tons)	—	—	—	—	—	350	338	329	373	327	<b>324</b>	
Greenhouse gas emissions (Scope 3* <sup>6</sup> ) (thousand tons)	—	—	—	—	—	7,410	7,606	7,585	6,996	6,158	<b>6,535</b>	

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

\*3 Owners' equity = Equity attributable to owners of the parent

\*4 The debt-equity ratio is calculated by dividing interest-bearing debt by owners' equity.

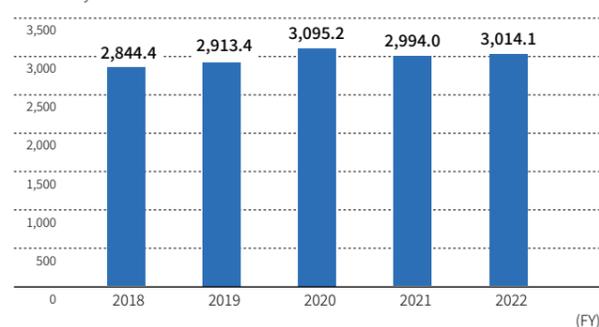
\*5 As of April 1, the day following each fiscal year-end

\*6 Scope 3 emissions from fiscal 2018 to fiscal 2020 have been adjusted to reflect a revision of the coefficient for Scope 3 Category 1 emissions. For this reason, the total differs from the sum of each scope.

Note: For more detailed non-financial data, please visit the following URL:  
<https://www.nec.com/en/global/csr/data/index.html>

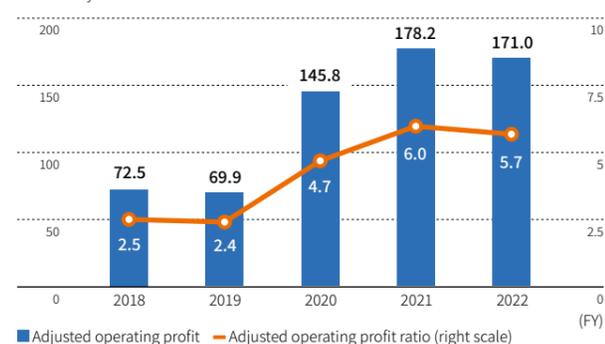
## Revenue

Billions of yen



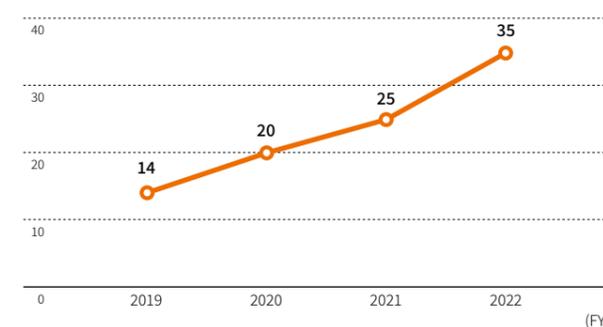
## Adjusted Operating Profit / Adjusted Operating Profit Ratio

Billions of yen



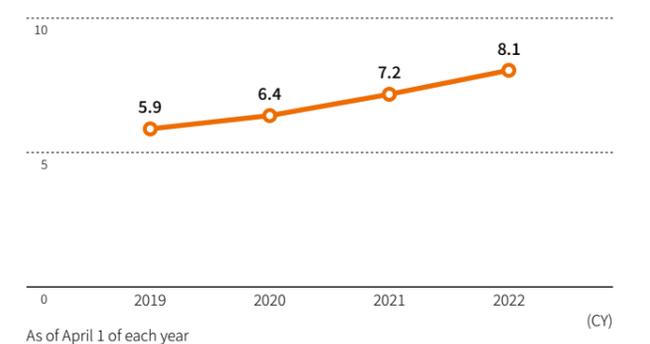
## Employee Engagement Index

%



## Ratio of Female to All Managers (Non-consolidated)

%



As of April 1 of each year