

Financial and Non-financial Highlights

	JGAAP		IFRS								(Billions of yen)	
	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	
Revenue	¥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	¥3,014.1	¥3,313.0	
International revenue	483.1	569.2	586.8	603.1	571.0	740.2	689.1	752.0	703.2	754.5	895.6	
International revenue ratio (%)	15.7	18.7	20.0	21.4	21.4	26.0	23.7	24.3	23.5	25.0	27.0	
Operating profit	114.6	106.2	128.1	91.4	41.8	63.9	57.8	127.6	153.8	132.5	170.4	
Adjusted operating profit	—	—	—	—	—	72.5	69.9	145.8	178.2	171.0	205.5	
Adjusted operating profit ratio (%)	—	—	—	—	—	2.5	2.4	4.7	6.0	5.7	6.2	
Net profit attributable to owners of the parent	30.4	33.7	57.3	75.9	27.3	45.9	39.7	100.0	149.6	141.3	114.5	
Adjusted net profit	—	—	—	—	—	50.4	47.0	111.2	165.4	167.2	138.6	
Cash flows from operating activities	143.7	94.1	87.9	97.8	92.5	130.0	64.2	261.9	274.9	147.5	152.1	
Cash flows from investing activities	(101.7)	(38.9)	(47.5)	(32.2)	6.4	(14.2)	(76.7)	(84.0)	(122.5)	(63.4)	(49.6)	
Free cash flows	42.0	55.2	40.4	65.6	99.0	115.8	(12.4)	177.8	152.4	84.1	102.5	
R&D expenses	151.7	142.7	134.2	123.6	109.3	108.1	108.1	109.8	114.6	126.3	121.4	
Number of patents	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	Approx. 45,000	Approx. 42,000	
Capital expenditures (property, plant and equipment)	45.6	98.7	37.4	36.3	31.5	45.4	62.7	67.4	57.6	59.3	67.6	
Depreciation (property, plant and equipment)	51.2	45.2	48.5	50.5	49.9	63.8	64.4	123.4	122.8	123.1	130.2	
Per share data (in yen):												
Net profit attributable to owners of the parent ¹	11.71	12.99	22.05	29.22	10.51	176.54 ²	152.75 ²	385.02 ²	557.18 ²	518.54²	424.51²	
Cash dividends	4.00	4.00	4.00	6.00	6.00	60 ²	40 ²	70 ²	90 ²	100²	110²	
Dividend payout ratio (%)	34.2	30.8	18.1	20.5	57.1	34.0	25.8	18.2	16.2	19.3	25.9	
Total assets	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	3,761.7	3,984.1	
Owners' equity ³	710.7	695.9	823.7	769.8	854.3	880.8	858.9	910.7	1,308.2	1,513.5	1,623.8	
Return on equity (%)	4.5	4.8	7.5	9.5	3.4	5.3	4.6	11.3	13.5	10.0	7.3	
Owners' equity ratio (%)	27.5	27.8	31.4	30.4	31.8	31.2	29.0	29.2	35.7	40.2	40.8	
Interest-bearing debt	603.5	575.2	520.8	479.5	466.9	520.7	552.5	675.4	702.9	597.4	608.5	
Debt-equity ratio (times) ⁴	0.85	0.83	0.63	0.62	0.55	0.59	0.64	0.74	0.54	0.39	0.37	
Number of employees	102,375	100,914	98,882	98,726	107,729	109,390	110,595	112,638	114,714	117,418	118,527	
Ratio of female to all managers (%)	—	—	—	—	—	—	7.8	7.8	9.2	9.6	10.3	
Ratio of female to all managers (non-consolidated, %) ⁵	4.9	5.1	5.2	5.4	5.5	5.8	5.9	6.2	6.9	7.8	8.9	
Employee engagement index (%)	—	—	—	—	—	—	14	20	25	35	36	
Greenhouse gas emissions (Scope 1 + Scope 2) (thousand tons)	—	—	—	—	350	338	329	373	327	324	259	
Greenhouse gas emissions (Scope 3 ⁶) (thousand tons)	—	—	—	—	7,410	7,606	7,585	6,996	6,158	6,535	6,894	

1 Net profit 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 of the following fiscal year

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.

For more detailed non-financial data, please follow the link below.

<https://www.nec.com/en/global/csr/data/index.html>