

## Financial and Non-financial Highlights

	JGAAP		IFRS								(Billions of yen)
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	
Revenue	¥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	<b>¥3,477.3</b>	
International revenue	586.8	603.1	571.0	740.2	689.1	752.0	703.2	754.5	895.6	<b>888.0</b>	
International revenue ratio (%)	20.0	21.4	21.4	26.0	23.7	24.3	23.5	25.0	27.0	<b>25.5</b>	
Operating profit	128.1	91.4	41.8	63.9	57.8	127.6	153.8	132.5	170.4	<b>188.0</b>	
Non-GAAP operating profit	—	—	—	—	—	—	150.9	160.3	197.0	<b>227.6</b>	
Non-GAAP operating profit ratio (%)	—	—	—	—	—	—	5.0	5.3	5.9	<b>6.5</b>	
Net profit attributable to owners of the parent	57.3	75.9	27.3	45.9	39.7	100.0	149.6	141.3	114.5	<b>149.5</b>	
Non-GAAP net profit	—	—	—	—	—	—	144.6	159.5	132.8	<b>177.8</b>	
Cash flows from operating activities	87.9	97.8	92.5	130.0	64.2	261.9	274.9	147.5	152.1	<b>271.2</b>	
Cash flows from investing activities	(47.5)	(32.2)	6.4	(14.2)	(76.7)	(84.0)	(122.5)	(63.4)	(49.6)	<b>(76.0)</b>	
Free cash flows	40.4	65.6	99.0	115.8	(12.4)	177.8	152.4	84.1	102.5	<b>195.2</b>	
R&D expenses	134.2	123.6	109.3	108.1	108.1	109.8	114.6	126.3	121.4	<b>115.8</b>	
Number of patents	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	<b>Approx. 41,000</b>	
Capital expenditures (property, plant and equipment)	37.4	36.3	31.5	45.4	62.7	67.4	57.6	59.3	67.6	<b>86.7</b>	
Depreciation (property, plant and equipment)	48.5	50.5	49.9	63.8	64.4	123.4	122.8	123.1	130.2	<b>130.8</b>	
Per share data (in yen):											
Net profit attributable to owners of the parent <sup>1</sup>	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>	518.54 <sup>2</sup>	424.51 <sup>2</sup>	<b>561.25<sup>2</sup></b>	
Cash dividends	4.00	6.00	6.00	60.00 <sup>2</sup>	40.00 <sup>2</sup>	70.00 <sup>2</sup>	90.00 <sup>2</sup>	100.00 <sup>2</sup>	110.00 <sup>2</sup>	<b>120<sup>2</sup></b>	
Dividend payout ratio (%)	18.1	20.5	57.1	34.0	25.8	18.2	16.2	19.3	25.9	<b>21.6</b>	
Total assets	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	<b>4,227.5</b>	
Owners' equity <sup>3</sup>	823.7	769.8	854.3	880.8	858.9	910.7	1,308.2	1,513.5	1,623.8	<b>1,915.6</b>	
Return on equity (%)	7.5	9.5	3.4	5.3	4.6	11.3	13.5	10.0	7.3	<b>8.4</b>	
Owners' equity ratio (%)	31.4	30.4	31.8	31.2	29.0	29.2	35.7	40.2	40.8	<b>45.3</b>	
Interest-bearing debt	520.8	479.5	466.9	520.7	552.5	675.4	702.9	597.4	608.5	<b>548.6</b>	
Debt-equity ratio (times) <sup>4</sup>	0.63	0.62	0.55	0.59	0.64	0.74	0.54	0.39	0.37	<b>0.29</b>	
Number of employees	98,882	98,726	107,729	109,390	110,595	112,638	114,714	117,418	118,527	<b>105,276</b>	
Ratio of women in all management positions (%)	—	—	—	—	7.8	7.8	9.2	9.6	10.3	<b>11.1</b>	
Ratio of women in all management positions (non-consolidated, %) <sup>5</sup>	5.2	5.4	5.5	5.8	5.9	6.2	6.9	7.8	8.9	<b>10.2</b>	
Employee engagement index (%)	—	—	—	—	14	20	25	35	36	<b>39</b>	
Greenhouse gas emissions (Scope 1 and Scope 2) (thousand tons)	—	—	350	338	329	373	327	324	259	<b>226</b>	
Greenhouse gas emissions (Scope 3 <sup>6</sup> ) (thousand tons)	—	—	7,410	7,606	7,585	6,996	6,158	6,535	6,894	<b>5,738</b>	

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.

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