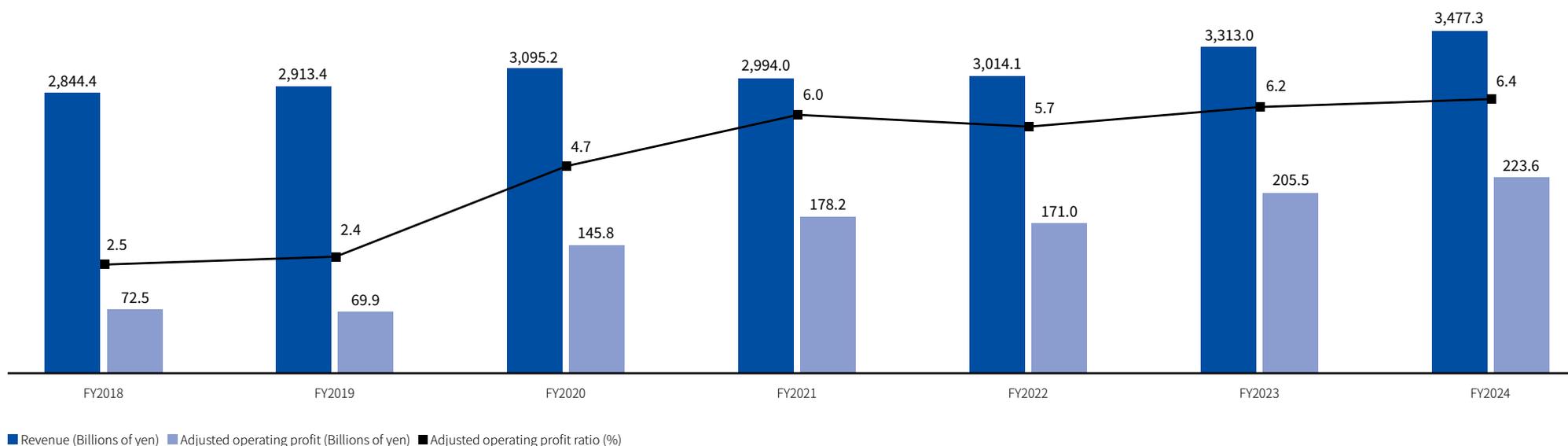


Business Performance Highlights

Revenue, Adjusted Operating Profit, and Adjusted Operating Profit Ratio



Main Management Initiatives

Fiscal 2018

Acquired Northgate Public Services Limited (now NEC Software Solutions UK Limited)

Fiscal 2019

Established dotData, Inc., in the United States
 Established NEC X, Inc., in the United States
 Acquired Danish company KMD Holding A/S
 Sold shares of electrode business

Fiscal 2020

Sold shares of Nippon Avionics Co., Ltd.
 Formed agreement to make NEC Display Solutions, Ltd. a JV company

Fiscal 2021

Acquired Switzerland-based Avaloq Group AG

Fiscal 2022

Sold energy business

Fiscal 2024

Transitioned from a Company with an Audit & Supervisory Board to a Company with a Nominating Committee, etc.
 Integrated mobile backhaul business with Aviat Networks, Inc.
 Sold shares of Japan Aviation Electronics Industry, Ltd.