

PERFORMANCE HIGHLIGHTS

NEC Corporation and Consolidated Subsidiaries
For the years ended March 31, 2010, 2011, 2012, 2013 and 2014

Financial indicators	Millions of yen			
	2010	2011	2012	2013
For the year:				
Net sales	¥3,583,148	¥3,115,424	¥3,036,836	¥3,071,609
Overseas sales	712,886	479,349	481,492	483,118
Percentage of overseas sales to consolidated net sales (%)	19.9	15.4	15.9	15.7
Operating income	50,905	57,820	73,742	114,647
Ordinary income	49,429	41	42,050	92,024
Net income (loss)	11,428	(12,518)	(110,267)	30,434
Cash flows from operating activities	134,816	33,660	83,857	143,748
Cash flows from investing activities	(41,241)	(146,244)	(49,706)	(101,742)
Free cash flows	93,575	(112,584)	34,151	42,006
R&D expenses	275,970	176,514	161,968	151,676
Capital expenditures (property, plant and equipment)	83,098	52,850	41,980	45,614
Depreciation (property, plant and equipment)	111,167	62,097	53,306	51,167
Per share data (in yen and U.S. dollars):				
Net income (loss)	5.04	(4.82)	(42.44)	11.71
Diluted net income	4.91	—	—	—
Cash dividends	4.00	0.00	0.00	4.00
At year-end:				
Total assets	2,937,644	2,628,931	2,557,570	2,580,966
Owner's equity	790,904	757,054	656,956	710,666
Return on equity (%)	1.6	—	—	4.5
Owner's equity ratio (%)	26.9	28.8	25.7	27.5
Interest-bearing debt	729,548	675,798	692,734	603,451
Debt-equity ratio (times)	0.92	0.89	1.05	0.85
Number of consolidated subsidiaries	310	283	265	270
Non-financial indicators				
	2010	2011	2012	2013
Number of employees	142,358	115,840	109,102	102,375
Ratio of outside directors to all directors (%)	33.3	33.3	38.5	45.5
Response rate of employees' survey (%)	79	82	82	84
CO ₂ emissions reduction by providing IT solutions (thousand tons)	1,900	2,120	2,310	2,980
Improvement in energy efficiency of products (%)	44	53	66	64
Greenhouse gas emissions (thousand tons)	1,148	527	492	—
Greenhouse gas emissions by GHG Protocol Scopes (thousand tons)				
Scope 1	—	—	—	76
Scope 2	—	—	—	389
Scope 3	—	—	—	7,670

- Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of ¥103 = U.S.\$1.
2. Net income (loss) per share is calculated based on the weighted-average number of shares outstanding during each period.
3. Owner's equity is the sum of total shareholders' equity and total accumulated other comprehensive income.
4. The debt-equity ratio is calculated by dividing interest-bearing debt by owner's equity.
5. The ratio of outside directors to all directors applies to NEC Corporation.
6. The response rate of employees' survey applies to NEC Corporation and its domestic consolidated subsidiaries.
7. Improvement in energy efficiency of products is based on a comparison with the year ended March 31, 2006.
8. Until the year ended March 31, 2012, greenhouse gas emissions represented the sum of greenhouse gas emissions under GHG Protocol Initiative Scopes 1 and 2. From the year ended March 31, 2013, greenhouse gas emissions for GHG Protocol Scopes 1, 2 and 3 are shown separately (See note on page 59).

	Millions of U.S. dollars	Percent change 2014/2013
2014	2014	
¥3,043,114	\$29,545	-0.9%
569,172	5,526	17.8
18.7		
106,193	1,031	-7.4
69,152	671	-24.9
33,742	328	10.9
94,124	914	-34.5
(38,893)	(378)	-
55,231	536	31.5
142,723	1,386	-5.9
98,708	958	116.4
45,167	439	-11.7
12.99	0.13	10.9
-	-	-
4.00	0.04	0.0
2,505,329	24,324	-2.9
695,949	6,757	-2.1
4.8		
27.8		
575,151	5,584	-4.7
0.83		
258		
2014		Percent change 2014/2013
100,914		
45.5		
82		
2,290		-23.2
75		
-		
60		-21.1
295		-24.2
7,206		-6.0

