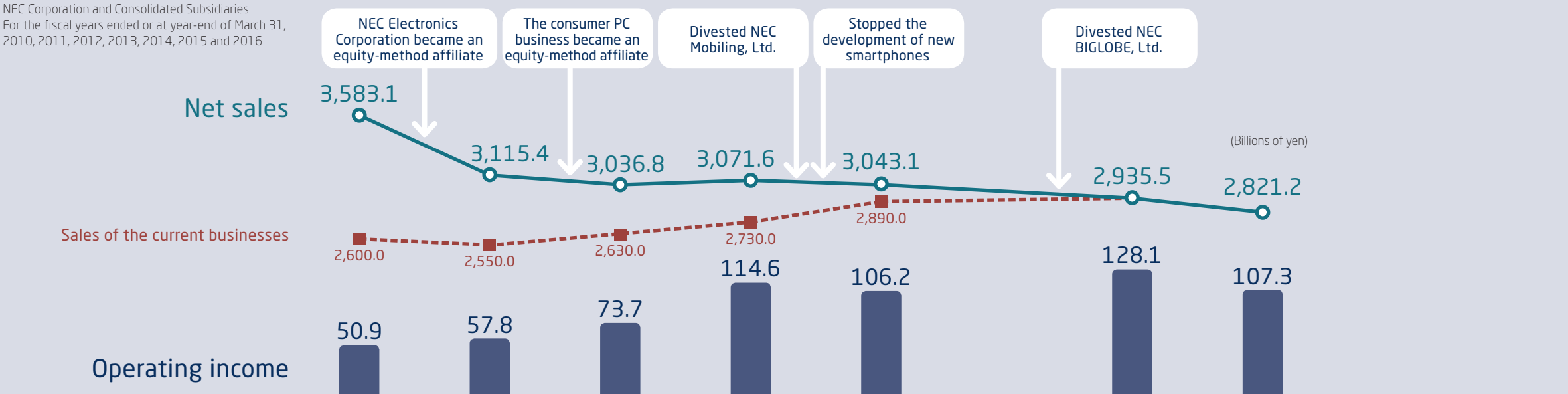


Performance Highlights (Japanese GAAP)

NEC Corporation and Consolidated Subsidiaries
For the fiscal years ended or at year-end of March 31,
2010, 2011, 2012, 2013, 2014, 2015 and 2016



| | Millions of yen | | | | | | Millions of U.S. dollars | Percent change 2016/2015 |
|---|-----------------|------------|------------|------------|------------|------------|--------------------------|--------------------------|
| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | |
| Net sales | ¥3,583,148 | ¥3,115,424 | ¥3,036,836 | ¥3,071,609 | ¥3,043,114 | ¥2,935,517 | ¥2,821,181 | \$25,189 -3.9% |
| Overseas sales | 712,886 | 479,349 | 481,492 | 483,118 | 569,172 | 586,844 | 603,169 | 5,385 2.8 |
| Percentage of international sales to consolidated net sales (%) | 19.9 | 15.4 | 15.9 | 15.7 | 18.7 | 20.0 | 21.4 | |
| Operating income | 50,905 | 57,820 | 73,742 | 114,647 | 106,193 | 128,084 | 107,306 | 958 -16.2 |
| Ordinary income | 49,429 | 41 | 42,050 | 92,024 | 69,152 | 112,112 | 82,735 | 739 -26.2 |
| Profit (loss) attributable to owners of the parent | 11,428 | (12,518) | (110,267) | 30,434 | 33,742 | 57,302 | 68,749 | 614 20.0 |
| Cash flows from operating activities | 134,816 | 33,660 | 83,857 | 143,748 | 94,124 | 87,917 | 97,829 | 873 11.3 |
| Cash flows from investing activities | (41,241) | (146,244) | (49,706) | (101,742) | (38,893) | (47,510) | (32,202) | (288) — |
| Free cash flows | 93,575 | (112,584) | 34,151 | 42,006 | 55,231 | 40,407 | 65,627 | 586 62.4 |
| R&D expenses | 275,970 | 176,514 | 161,968 | 151,676 | 142,723 | 134,205 | 123,995 | 1,107 -7.6 |
| Capital expenditures (property, plant and equipment) | 83,098 | 52,850 | 41,980 | 45,614 | 98,708 | 37,425 | 36,347 | 325 -2.9 |
| Depreciation (property, plant and equipment) | 111,167 | 62,097 | 53,306 | 51,167 | 45,167 | 48,518 | 44,879 | 401 -7.5 |
| Per share data (in yen and U.S. dollars): | | | | | | | | |
| Profit (loss) attributable to owners of the parent | 5.04 | (4.82) | (42.44) | 11.71 | 12.99 | 22.05 | 26.45 | 0.24 20.0 |
| Cash dividends | 4.00 | 0.00 | 0.00 | 4.00 | 4.00 | 4.00 | 6.00 | 0.05 50.0 |
| Total assets | 2,937,644 | 2,628,931 | 2,557,570 | 2,580,966 | 2,505,329 | 2,620,652 | 2,493,441 | 22,263 -4.9 |
| Owner's equity | 790,904 | 757,054 | 656,956 | 710,666 | 695,949 | 823,650 | 792,092 | 7,072 -3.8 |
| Return on equity (%) | 1.6 | — | — | 4.5 | 4.8 | 7.5 | 8.5 | |
| Owner's equity ratio (%) | 26.9 | 28.8 | 25.7 | 27.5 | 27.8 | 31.4 | 31.8 | |
| Interest-bearing debt | 729,548 | 675,798 | 692,734 | 603,451 | 575,151 | 520,778 | 480,987 | 4,295 -7.6 |
| Debt-equity ratio (times) | 0.92 | 0.89 | 1.05 | 0.85 | 0.83 | 0.63 | 0.61 | |
| Number of consolidated subsidiaries | 310 | 283 | 265 | 270 | 258 | 232 | 217 | |
| Number of employees | 142,358 | 115,840 | 109,102 | 102,375 | 100,914 | 98,882 | 98,726 | |
| CO ₂ emissions reduction by providing IT solutions (thousand tons) | 1,900 | 2,120 | 2,310 | 2,980 | 2,290 | 2,540 | 2,620 | |
| Improvement in energy efficiency of products (%) | 44 | 53 | 66 | 64 | 75 | 91 | 97 | |

Key Management Measures

- Measures to optimize business portfolio
- Measures to grow business and strengthen financial foundation

Fiscal year ended March 31, 2011

- Made NEC Electronics Corporation, a semiconductor business currently Renesas Electronics Corporation, into an equity-method affiliate

Fiscal year ended March 31, 2012

- Made the consumer PC business into an equity-method affiliate
- Acquired Global View S.A., a video surveillance services business in Argentina

Fiscal year ended March 31, 2013

- Acquired the business support system business of U.S.-based Convergys Corporation
- Acquired the IT service business of Australia-based CSG Limited
- Made NEC TOKIN Corporation into an equity-method affiliate

Fiscal year ended March 31, 2014

- Divested all of NEC's stakes in NEC Mobiling, Ltd., currently MX Mobiling Co., Ltd., a mobile phone sales business
- Stopped the development of new smartphones in mobile phone business

Fiscal year ended March 31, 2015

- Divested all of NEC's stakes in NEC BIGLOBE, Ltd., currently BIGLOBE Inc., an internet service provider in March, 2014
- Made NEC Fielding, Ltd., providing operation and maintenance service for IT systems, into a wholly owned subsidiary
- Established NEC Solution Innovators, Ltd. in a reorganization of seven software development subsidiaries
- Established NEC Platforms, Ltd. in a reorganization of four hardware development and manufacturing subsidiaries
- Established NEC Management Partner, Ltd. in a reorganization of four back office operation subsidiaries
- Completed acquisition of an energy storage system business for electric power companies and established NEC Energy Solutions, Inc. in North America

Fiscal year ended March 31, 2016 (fiscal year under review)

- Transferred administrative staff functions and shared IT assets from NEC to NEC Management Partner, Ltd. (Business Process Optimization Project)

Notes: 1. U.S. dollar amounts are translated from yen, for convenience only, at the rate of ¥112 = U.S.\$1.
2. Profit (loss) attributable to owners of the parent 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. Improvement in energy efficiency of products is based on a comparison with the fiscal year ended March 31, 2006.