

NEC's Strengths

Strengths that are the source of our value creation

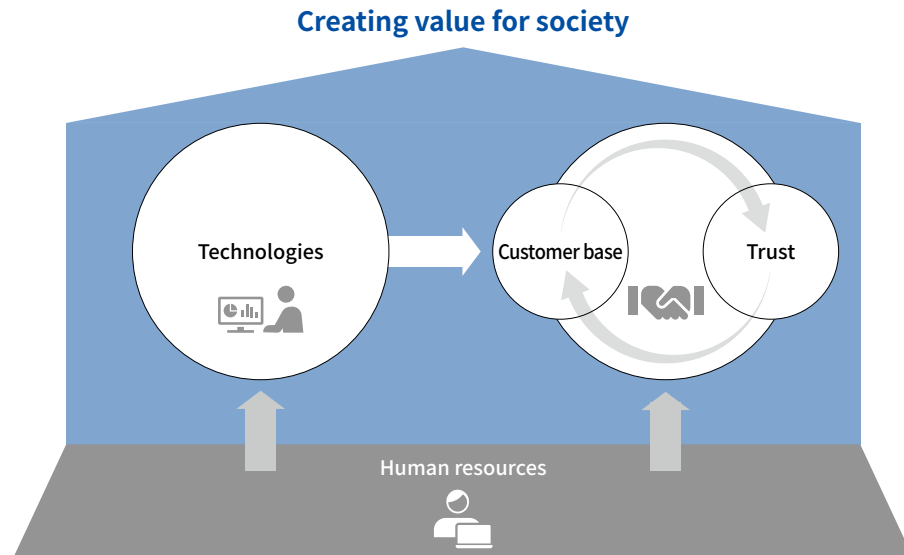
NEC has long contributed to the development of its customers and society, for whom it resolves issues as they arise by supporting social infrastructure and mission-critical systems with information and communications technology (ICT). The technologies, human resources, and relationships of trust with our customer base that we have cultivated over our long history serve as our unique strengths and competitive edge.

People, our greatest management resource, form the foundation of our operations. We apply the technologies created by

our talented human resources to guide customers and society in finding resolutions to issues they face, and by building a track record of achievements in this way, we have forged relationships of trust with our customer base. We have continued to reinforce our strengths through this cycle, enabling us to create value for society in any era, which in turn contributes to realizing a sustainable society.

We will strive to realize NEC's Purpose by continuing to provide value to society led by these three strengths.

Relationship between NEC's strengths

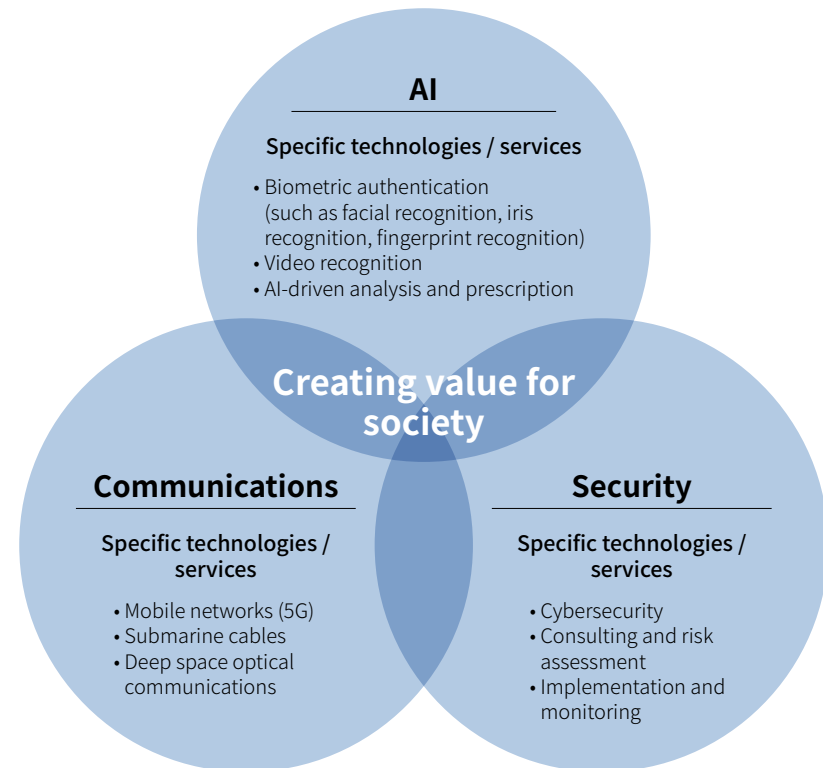


Technologies

NEC is highly competitive on the world stage in the AI, telecommunications, and security domains. Building on these technological capabilities will enable us to swiftly adapt to rapidly changing social issues and diverse needs;

increase creativity and productivity in society as a whole; and provide high-value-added products and services. We will continue to provide social value centered on these three domains.

For more details, please refer to "Innovation: R&D and Business Development" on page 30.



NEC's Strengths

 **Human resources**

Viewing people as its greatest management resource, NEC has been investing in its personnel by transforming systems and environments that maximize the capabilities of its human resources. By nurturing our human resources and fostering an organizational culture in which employees have the passion and ambition to generate new

business, take on challenges outside of their comfort zones, and see tasks through to the very end, we will promote the development of technologies that contribute to resolving social issues, building relationships of trust between the Company and its customers, and realizing NEC's Purpose.

AI Specialists


NEC aims to develop useful AI that has practical applications. Indispensable to achieving this goal are human resources that can make full use of our various technologies and knowledge and support the implementation and operation of AI that is useful to our customers around the world. NEC's highly experienced AI experts have formed a specialized team to help customers create value.

More than
500 specialized
team members



Global Specialists

NEC's research laboratories are responsible for research and development that is geared toward strengthening the technological competence of the NEC Group. These laboratories adopt a global perspective, working with locations and other research laboratories around the world to conduct R&D that can create new social value and open up possibilities for the future.

 For more details, please refer to "Developing People and Environments to Drive Innovation" on page 35.



Consulting Specialists

NEC provides one-stop support for all processes, from upstream to downstream, and uses its knowledge and expertise to drive forward projects in tandem with its customers. Additionally, the Company has established a system for supporting customers with ongoing updates after implementation.

Abeam Consulting Ltd.
consultants:
Approx. **6,900**
DX strategy consultants:
Approx. **300**



DX Talent

In a VUCA* world, the promotion of DX in companies and greater society is becoming ever more crucial. To date, NEC has provided DX services to a broad range of customers. NEC has 8,000 DX specialists working to promote true digital management transformation for its customers through aggressive, data-driven business.

* VUCA: Volatile, Uncertain, Complex, Ambiguous

8,000 in total
(fiscal 2023)



 **Relationships of trust with our customer base**

NEC's raison d'être lies in continuing to provide value for society through its business activities. By listening to the opinions of customers and society at large, we have established a diverse

customer base that trusts NEC to deliver for them, time and time again. We will continue striving to be a company that is chosen and trusted by customers and greater society alike.

Example 1 Digitalizing the Public Sector (IT Services Business)

To realize sustainable economic growth and improve productivity in society as a whole, systems and mechanisms throughout society must be dramatically overhauled and digitalized. In order to realize the safe and flexible establishment and operation of government services in a short period of time using cutting-edge digital technology, NEC provides a full range of services from consulting through to design, building, operation, and maintenance, to support efficient and systematic operation through digitalization and the creation of new services via public-private partnerships. In doing so, NEC will contribute to the realization of a comfortable society and future for all people.



Example 2 NEC's 5G Technologies for Supporting Telecommunications Networks as a Social Infrastructure

For more than 120 years since its founding, NEC has been providing fixed-line and wireless communications technologies to telecom carriers while developing its expertise in these areas. Currently, we are working to make base stations smaller, more lightweight, and more energy-efficient to facilitate ease of installation and reduce operating costs, as well as to support efficient and effective 5G deployment through the use of open and virtualized cloud technologies. We will continue to work with industry-leading partners to contribute to the construction of communications networks that form the foundation of people's lives and society.



5G via Rakuten Mobile, Inc.